

NATION'S BUSINESS

September



1925

Hindenburg to American Business

A Statement from Germany's President to Business Men of the United States
By MERLE THORPE

Shall We Be the World's Bankers?

By W. L. CLAUSE, Chairman of the Board, Pittsburgh Plate Glass Co.

Smearing the Forests With Ink!

By WILLIAM McFEE

Let's Cost Account Our Fires

By RAYMOND C. WILLOUGHBY

Rural Uplift Is on the Wane

By HUGH J. HUGHES, Director of Markets of Minnesota

World Business Acts as One

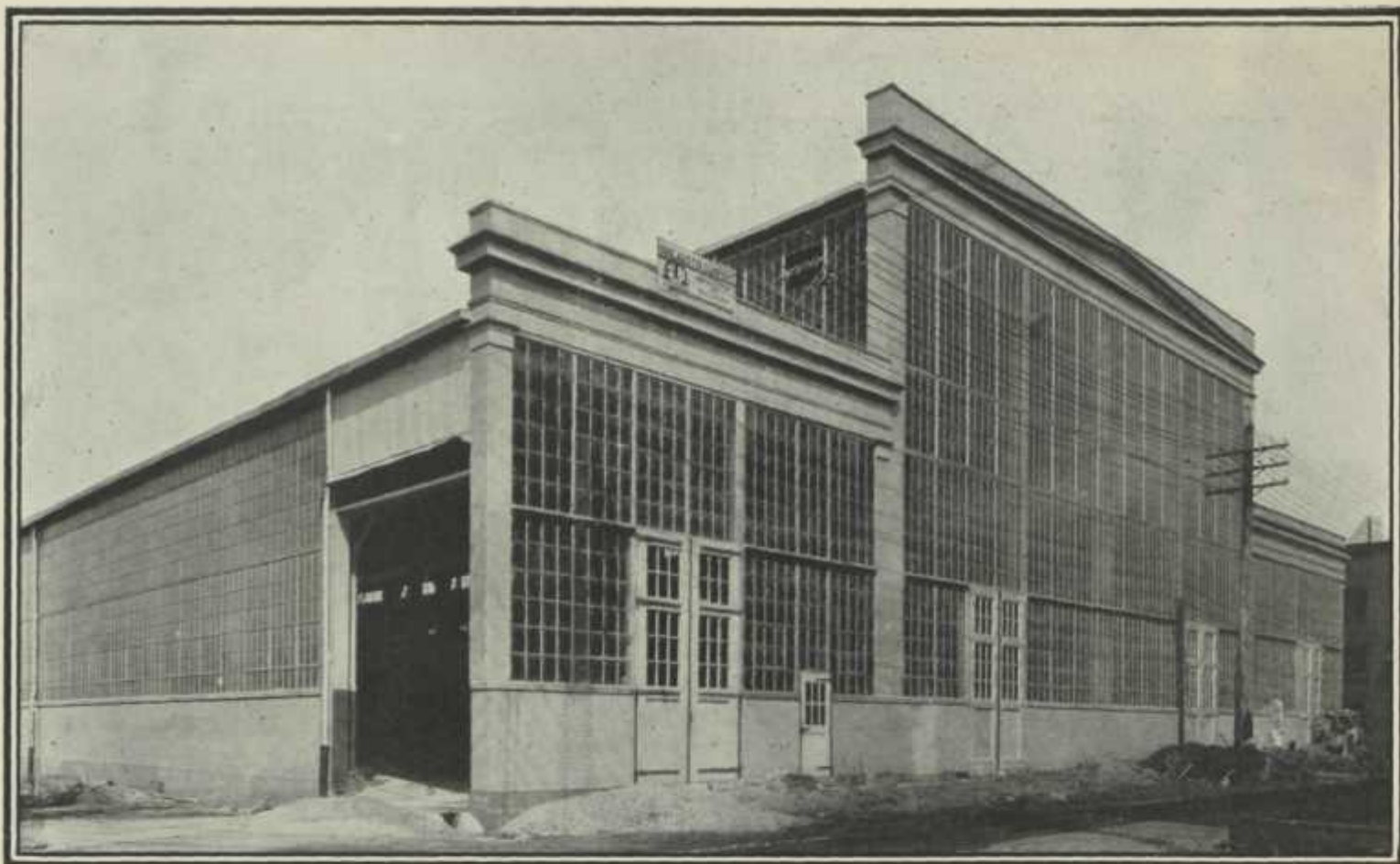
With 14 Caricatures by Derso

Dozens of Jobs for One Smiling Man, by Frederick Beckmann
Growing Pains of an Infant Industry, by Earle C. Reeves
Raw Wealth and Real Sufficiency, by Henry Schott
Light—Citizen and Salesman, by Roy A. Palmer
Why They Cheered—"He Built Seattle"

Map of the Nation's Business on page 54
Complete Table of Contents on page 5

Published at Washington by the Chamber of Commerce of the United States

MORE THAN 198 000 CIRCULATION



Large new plant unit of Pittsburgh Transformer Company, Pittsburgh, just completed by The Austin Company. Equipped with two 50-ton crane runways. Austin's sixth contract in 7 years for this well-known manufacturer.

6 Large Contracts in 7 Years

AUSTIN is ready to handle your building project in the same way that has won six large contracts in seven years from the Pittsburgh Transformer Company, and 85 contracts from General Electric during the past 20 years.

Outgrowing the small shop of 25 years ago, Pittsburgh Transformer Company awarded Austin the contract for its first new plant unit in 1918. Austin handled the entire project including design, construction and equipment, under the Unit Responsibility plan.

The confidence then established led to a second Austin Contract, then a third, and so on, with each forward step in the company's

rapid growth to a two million dollar plant covering four city blocks. Austin has just completed the sixth contract in seven years for this company, and the owner says Austin service on this latest plant unit, illustrated above, surpasses even previous records.

Executives have confidence in Austin because Austin has merited that confidence in hundreds of building projects satisfactorily completed.

That means correct design, high grade construction, a guaranteed lump-sum price and guaranteed delivery date, under one contract with one responsible organization. Let us tell you more about Austin building service to your industry —no obligation, of course.



THE AUSTIN COMPANY • Engineers and Builders • CLEVELAND
New York Cleveland Pittsburgh St. Louis Chicago Philadelphia Seattle Portland Detroit Birmingham Kansas City
The Austin Company of California: Los Angeles and San Francisco The Austin Company of Texas: Dallas

THE AUSTIN COMPANY, Cleveland

Please send me a personal copy of the new 100-page Austin Book of Buildings, containing charts, building costs and comparisons, and technical data.

Firm _____

Individual _____

Address _____

N. B. 935

AUSTIN

FINANCE • DESIGN • CONSTRUCTION • EQUIPMENT

When writing to THE AUSTIN COMPANY please mention Nation's Business



Truscon Has The Right Building For Your Use

In less than half the time usually required for building and at a much lower cost Truscon can provide a completed structure ready for your occupancy. Your most special requirements will be worked into Truscon's design and carried out faithfully in Truscon's construction. You will know the full cost immediately—there are no extras.

Then, too, remember that you get a copper-steel Building, fireproof, rust-resisting, durable—much lower in cost than any other permanent construction and correspondingly low in maintenance. Even if you don't intend building at once, get in touch with Truscon. Inquiry does not obligate you.

Write for catalog and information

TRUSCON STEEL COMPANY, Youngstown, Ohio

*Warehouses and Sales Offices in Principal Cities
Foreign Div.: New York. Canada: Walkerville, Ont.*

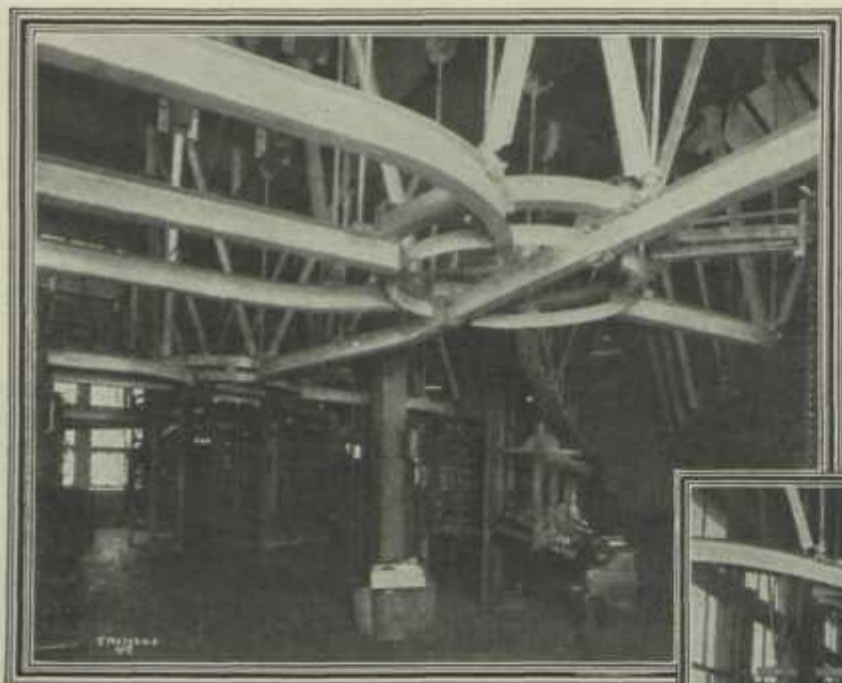


Truscon Skilled Engineers design a Building that—to the smallest detail—fits your particular requirement—an important part of Truscon Service

TRUSCON

PERMANENT

BUILDINGS



"Quality leaves
its imprint"

*OverR-Way conveying equipment
in Union Special Machine Co.
plant, Chicago.*



OverR-Way Costs Nothing —It Pays for Itself

J. V. Carlson, Factory Supt., Union Special Machine Co., Chicago, says:

"A year ago our japanning department foreman was calling for more oven equipment, to supplement the four ovens then in use. This would have meant a considerable investment and additional space. Instead, we installed 420 feet of Richards-Wilcox OverR-Way conveying equipment.

"This not only made a new oven unnecessary, but even abolished one of the four in use, because better handling made possible 3 heats a day per oven instead of 2. Our old home-made, slow-moving, heavy double-rail overhead conveyor, was replaced with an R-W I-beam trolley track, with 3 turntables. With this equipment we move 1-ton loads on hanging racks infinitely quicker and easier.

"With the help of the OverR-Way we have worked out a progressive japanning system: the japanner dips, drains on racks on one trolley, places on an oven rack on another trolley, and pushes this right into the oven—an operation that used to take four men.

"When the baking is complete, the sanders immediately remove from the oven, push to track sidings over their benches, remove, rub and return to the oven. Formerly a charge had to cool in the oven; then two men spent 1½ to 2 hours unloading it.

"This system saved approximately one-fourth of every hour—our department bonus rate was increased 25%. We figure we saved the cost of the installation in a year, not counting the great saving in space and the safer handling."

Ask R-W engineers to show you how OverR-Way will pay for itself and add profit to your business. There's no obligation on your part.

Richards-Wilcox Mfg. Co.

"A Hanger for any Door that Slides."

AURORA, ILLINOIS, U.S.A.

New York Boston Philadelphia Cleveland Cincinnati Indianapolis St. Louis New Orleans
Chicago Minneapolis Kansas City Los Angeles San Francisco Omaha Seattle Detroit
Montreal • RICHARDS-WILCOX CANADIAN CO., LTD., LONDON, ONT. • Winnipeg



"Our loss was in materials~"

ACME

Visible Records Equipment

Will Tell You

- when a customer stops buying
- when a salesman starts falling down
- when a good territory starts to slip
- when a production or expense cost gets out of line
- when accounts are past due
- when collections are "off"

Our Book of Record Facts will tell you still more about how Acme can serve your business with profit-making record systems.

Sent Free on Request

THIS profit-wrecking loss in materials will not happen again because the installation of Acme Visible Records will effectively control stocks and purchases. Parts in stock and temporarily out—overstocks and shortages—will be controlled with the simple Acme Visible System. Losses are eliminated; the investment held to a minimum—thus increasing turnover of invested capital. A request will bring the Acme Book or a well posted representative.

ACME

Visible Records Equipment

ACME CARD SYSTEM CO., 116 S. Michigan Ave., CHICAGO
Branch Offices and Representatives in Most Principal Cities

ACME CARD SYSTEM COMPANY, 116 South Michigan Avenue, Chicago

NB 9-25

☐ Have representative call

☐ Mail catalogue

☐ Send detailed recommendations by mail on handling _____ records
(Sample Forms Enclosed)

Firm _____

Address _____

State _____

City _____

By _____

Staggering manufacturing wastes *one simple remedy*



Such staggering losses are revealed by analyses of industrial wastes that they leave one wondering where to begin to check them.

One avenue leads to far-reaching, worthwhile economies in three typical lines, common to practically all manufacturing.

Annually \$1,600,000,000 is paid for generating or buying power. Through friction, 50% of this generated power is lost.

We can reduce your part of this waste through correct lubrication.

Each year, one-fifth of the 10-billion dollars paid for wages is paid for idle time, due to lack of operating continuity—the effect of various causes.

We can reduce interruptions in your plant and keep your equipment more continuously busy, producing more for the wages you pay.

The best informed authorities estimate that 16-billion dollars is invested in machine equipment. It is properly productive only while it operates steadily—as long as its life continues effective.

We can extend the life of your equipment and postpone replacements, while facilitating its smooth, even running.

We can help you reduce these wastes in your plant if your attitude toward lubrication permits it.

If you buy oil as a commodity, you cannot expect economies.

If you buy oil as a protection against waste, get in touch with us.

The lubricants which we recommend are but a trifling item in operating costs, but of tremendous importance in operating economies. If we recommend them, they will be correct scientifically for your needs.

With the cooperation of your personnel we will gladly assume the full responsibility of prescribing correct lubrication for your entire plant. In writing, kindly address any one of the following offices:

New York (Main Office), Albany, Boston, Buffalo, Chicago, Dallas, Des Moines, Detroit, Grand Rapids, Indianapolis, Kansas City, Milwaukee, Minneapolis, New Haven, Oklahoma City, Peoria, Philadelphia, Pittsburgh, Portland, Me., Rochester, St. Louis, Springfield, Mass.

If the Vacuum Oil Company lubricates your plant, you use an organization which has specialized in lubrication for 59 years, whose engineers and field men visit over 200,000 plants yearly, whose treatises are recognized engineering textbooks. Gargoyle Lubricating Oils are approved specifically by 225 foremost machinery builders, and lubricate industries the world over.



Lubricating Oils
for
Plant Lubrication

Vacuum Oil Company

NEW YORK

When writing to VACUUM OIL COMPANY, please mention Nation's Business



WE GET lots of fun out of editing this magazine. We wouldn't trade our job for any other in the world. There is only one fly in the ointment—we wish we could look over each reader's shoulder as he goes through our offerings and see what he likes best. Of course, that is impossible, but every editor since the day Gutenberg invented type has had the same longing. And so, in common with fellow-editors, we are on the constant lookout for straws in the editorial wind which tell us what there is in the magazine that most pleases, interests, informs.

Our mail helps and is a great joy. We like the impulsive ones best, where a reader, red hot, whangs an article and us, or commends an idea and the manner of expression. The readers of NATION'S BUSINESS are the most charitable and good-natured imaginable, because most of their letters are of the latter kind. Enough of the other, however, to keep us humble and on guard, thank you!

NEXT to the give-and-take correspondence of our subscribers, I suppose, we look most eagerly to the judgment of fellow-editors. What they use in their publications from an issue of NATION'S BUSINESS confirms our opinion as to its timely interest. When they ignore an article, it condemns.

Mr. Komeike brings to our desk a bundle of clippings daily. The bundles have been getting bigger, and this, too, pleases because it shows for one thing that other magazines and newspapers look upon us as printing not only interesting material but authoritative as well. This growth is shown by the record of reprint and comment on NATION'S BUSINESS articles as follows:

1921.....	4,200 clippings
1922.....	6,856 clippings
1923.....	7,968 clippings
1924.....	9,010 clippings
1925 (six months)	7,304 clippings

SOME of our subscribers ask us to furnish the reprints. This also helps us to get a line on what our readers like, particularly when they are willing to spend their hard money to give wider distribution among their friends and associates to something from our pages. For what articles in recent months would you think there had been the greatest demand? Here they are:

Facts the Senate Never Got.....	127,000
To Meet the Budgets We Leave Behind.....	83,150
The Story of a Pair of Shoes.....	25,000
Things to Tell Your Men.....	24,038

Last month the number of reprints fell only 48,000 short of our current circulation figure of 193,000. Here is what interested our readers most, in round numbers:

Your Best Men—Are They Insured?....	50,000
What Happened to the Wheat Market.....	25,000
Ashes or Assets After the Fire?.....	21,000
Our Company Pays 23 Kinds of Taxes....	10,000
Your Playground, a Business Asset.....	5,000
What About the Alien Property Fund?..	1,000

THEN come as a fourth straw the requests we get from our readers for permission to reprint in their house-organs something from NATION'S BUSINESS. In one week there

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Vol. 13

No. 10

NATION'S BUSINESS

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George K. Myers
B. L. G. Reed

Central Office, Chicago
Otis Bldg.
Frank M. Cromwell
Clyde A. Stevens

Cleveland Office
Keith Bldg.
Detroit Office
Board of Commerce Bldg.
James M. Thornton

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As the official magazine of the National Chamber, this publication carries authoritative notices and articles in regard to the activities of the Chamber. But in all other respects, the Chamber is not responsible for the contents of the article or for the opinion to which expression is given.

GF Allsteel
The Complete Line of Office Equipment

Allsteel Files

DRAWERS that operate at a touch, with velvet smoothness—greater filing capacity per unit—unusual fire protection—and no wearing out. All these are Allsteel File advantages.

Welded construction throughout, beautifully and richly finished in baked-on enamel, Allsteel Files—like the entire Allsteel Office Equipment line—guarantee you permanent satisfaction at a reasonable cost.

Write for the new GF Allsteel Furniture Catalog

The General Fireproofing Co.
Youngstown, Ohio
Canadian Plant: Toronto, Ontario
Dealers Everywhere



have come such requests from the following representative houses:

Dow, Jones & Company
Ben Franklin Publishing Company
Westinghouse Electric & Manufacturing Company
National Enameling & Stamping Company
Baltimore and Ohio Railroad
The Ohio Brass Company
National Cash Register Company
Petroleum Age
American Trust Company
Bausch & Lomb Optical Company
The Knox Hat Company
American Laundry Machinery Company
Associated Advertising Clubs
International Correspondence Schools
Allied Wall Paper Company
American Rolling Mill Company
American Press Association
Mallory Industries
Faulkner & Faulkner
Goodyear Tire & Rubber Company
Richard & Sloan
Farnsworth Hoyt Company
Sweets Publishing Company
Chamber of Commerce of Portland, Oregon

AND SOMETIMES we are very wrong in our guesses as to what will interest particular readers. A caller to whom we showed the proofs of the article by Professor Wellman on "The House-to-House Bugaboo!" and the companion article in the August number by Walter Curtis, entitled "Direct Selling Has Come to Stay," said to us:

"I'll bet two cents the Fuller Brush Company and the Real Silk folks will like the Curtis article, but I shouldn't be surprised if the Wellman article irritated them."

That sounded reasonable, and we half agreed with our visitor.

But to our surprise we found that the Fuller Brush Company, or at least one of its executives, was more inclined to agree with Professor Wellman than with Mr. Curtis. Here is what he has to say:

We sincerely believe that style will sell only where the retailer is inefficient over a long period of time. We believe there must be a definite economic reason for house-to-house selling rather than retail store selling. We have never found that this reason can be lower prices, because there is no particular saving in house-to-house distribution. The biggest weakness of most house-to-house selling today is the emphasis on price, which is untrue. We believe the economic factor which will continue after many present house-to-house organizations have passed into the discard is that where a distinct service, usually of educational or instructive nature, is rendered.

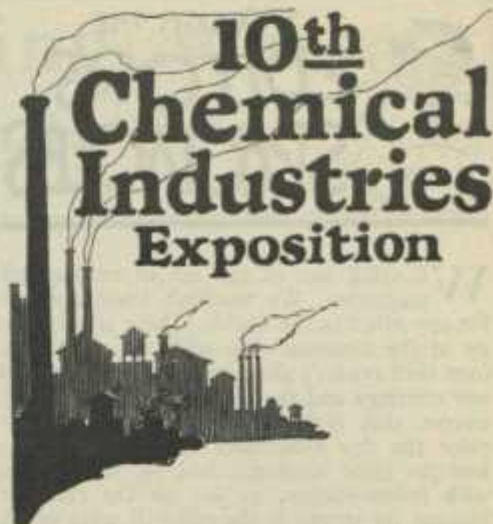
The first time over a territory with any kind of article, admission is fairly easy. Intensive selling with back calls again and again over a territory becomes increasingly difficult and is solved only by a highly meritorious product plus national advertising on a considerable scale. If you want any proof of this, we could show you a list of the concerns which have tried to sell brushes and have passed out of the picture. We have a lot of information on other types of business along the same lines which it would not be advisable to publish.

Point 10 is not really answered at all. We have seen many towns where the house-to-house salesmen became such a pest that women would receive only the one known by national advertising—namely, Fuller Brushes and Real Silk.

Like everyone else, Mr. Curtis, who is just starting in, sees only the first reactions and the easy side of house-to-house selling. Five years from now he will subscribe more completely to Professor Wellman's viewpoint.

And there you are!

AND THEN every twice in a while we rise up from our swivel chair and give three cheers for our loyal subscribers. Last week,



Chemical Research is Rebuilding the Foundations of Industry!

"The Chemist is not a destroyer, he is a builder, a purifier, a simplifier and a creator."

"His discoveries may render the machinery and the materials used in the manufacture of certain products obsolete and valueless, but the chemist usually improves or cheapens the cost of the product itself, even when his discovery calls for a complete revolution in the process of production." This is the opinion of one of New York's keenest editors who has followed industrial advancement for years.

The 10th Chemical Industries Exposition will bring you into line with the progress made by science during the past two years. Every new idea that tends to save money and increase your business will be on exhibition with experts to intelligently discuss your problems with you. The natural resources of states, communities and railroads; the modern processes and equipment of industrial plants; and every up-to-the-minute improvement for the elimination of waste for the furtherance of profit and labor-saving will be concentrated at the Grand Central Palace. You cannot find a greater opportunity than this for acquainting yourself with developments that directly affect your business. Don't miss it.

**TENTH EXPOSITION OF
CHEMICAL INDUSTRIES**
at New York

Grand Central Palace
Sept. 28 to Oct. 3

There's A Better Way, Testify Over 100,000 Offices—



When You See a Girl With a Pen—

find out if she is doing work a machine could do better.

What Is Your Typist Typing?—

The kind of work she does determines the kind of machine she needs—and *maybe it's not a typewriter.*

Turned Summer Slump Into Big Sales Gain—

Edgumbe-Newham Co. (Koloed Shingles) of Vancouver, B. C., state: "We are selling a *million* shingles daily thru summer months by Direct Mail—while other mills are operating *part-time* for lack of orders. Every three weeks we circularize with Addressograph every Contractor and Architect in North America."

5 Times the Work of Other Devices—

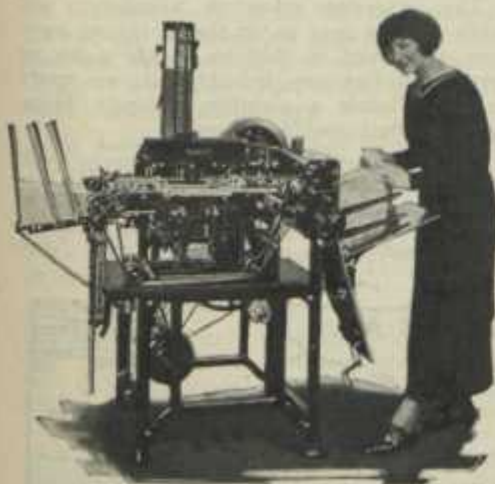
"Addressograph saves us \$1,000 a year in time—and does 5 times the work of other devices. The most wonderful time-saver in our business."—*Masback Hardware Co., New York City.*

Addressograph

PRINTS FROM TYPE

909 W. Van Buren St., Chicago

Factories: Chicago - Brooklyn - London



Automatic Feed Machines
\$1,260 Up



Motor Machines
\$250 Up



Hand Machines
\$37.50 Up

MAIL
WITH
YOUR LET-
TER-HEAD

To Addressograph Co.,
909 W. Van Buren St.,
Chicago.

☐ Send Free Catalog.

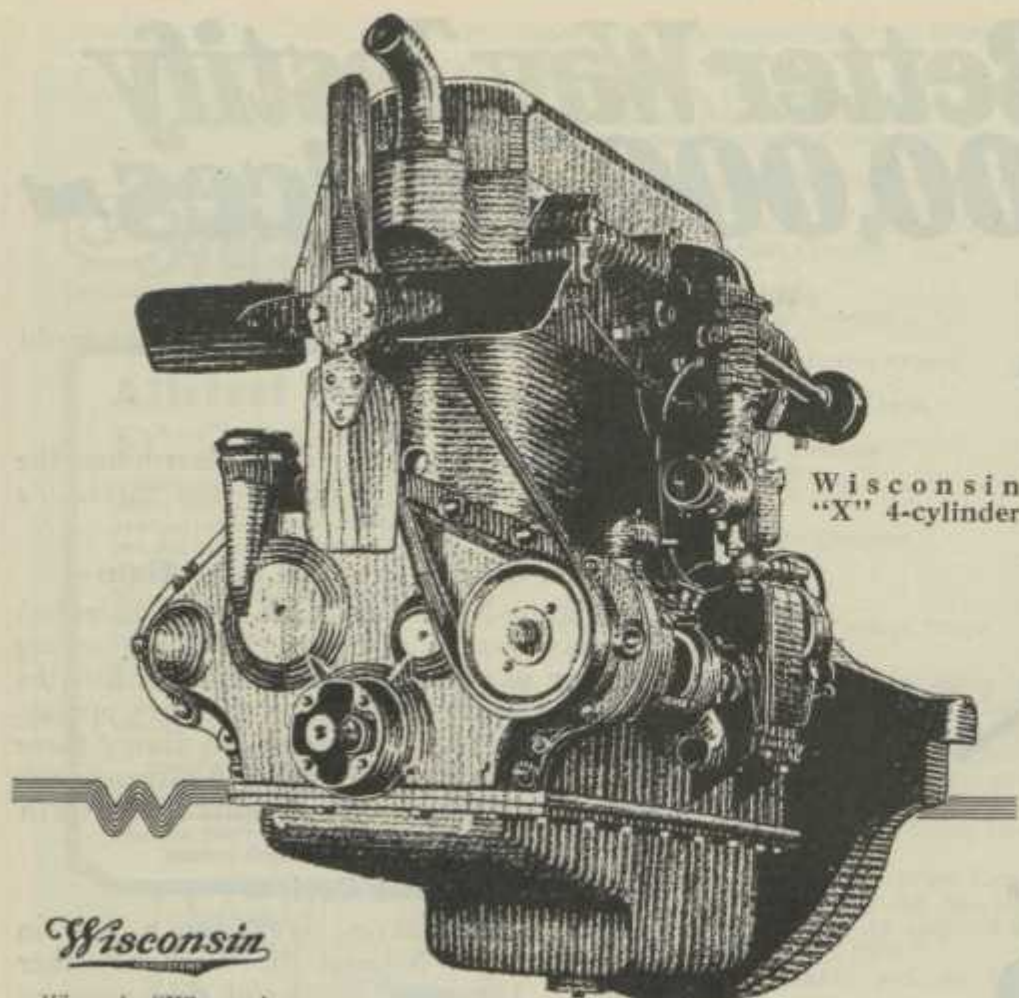
☐ Send FREE Book, "Does Your Advertising Pay?"

☐ Send PREPAID FREE trial \$37.50 Hand Machine. Will return collect unless we buy.

177-9-23

When Will You Try It FREE?

When writing to ADDRESSOGRAPH Co. please mention Nation's Business



Wisconsin
"X" 4-cylinder

Wisconsin

Wisconsin "X", 4-cylinder, $4\frac{1}{2} \times 5\frac{1}{2}$; peak horsepower, 67 at 2000 R.P.M.

Wisconsin "W", 4-cylinder, $4\frac{1}{4} \times 5\frac{1}{2}$; peak horsepower, 53 at 2000 R.P.M.

Wisconsin "S-U", 4-cylinder, 4×5 ; peak horsepower, 50 at 2000 R.P.M.

Cuts Truck Costs Twice

WISCONSIN offers the truck-fleet owner Two Important Savings.

First.—A motor design that develops more power per cubic inch of piston displacement than any other type of engine. This means less cost per ton-mile.

Second.—A group of three super-motors to power a line of trucks from 1 to 5 tons capacity. This means lower truck prices, because it gives certain truck builders these buying advantages.

One engine builder to do business with.

Minimum motor inventory at the truck factory.

Motor prices that amaze the industry.

If you have a truck, bus, car or machine to power, Wisconsin's story, "Buying Power on a Business Basis," will interest you powerfully. Yours for the asking—write for it.

Wisconsin Motor Mfg. Co., Milwaukee, Wis.

**MORE
POWER**



When writing to Wisconsin Motor Mfg. Co. please mention Nation's Business

for instance! A middle-west manufacturer whose advertising department evidently leaves no stone unturned in its effort to get the most out of its advertising appropriation, wrote to 200 of our subscribers, asking them in confidence (1) if they regularly read NATION'S BUSINESS; (2) if it had any influence with them as a buying medium; (3) influence editorially; (4) general opinion of magazine.

Nearly all replied. We don't know what was said but the advertising manager in question made two comments: "The finest bunch of letters in praise of a product ever gathered together in one jacket." His other comment was impersonal but nevertheless to the point. It was a \$14,000 order for advertising space!

Again we see that the consumer it is, as Mr. George E. Roberts said recently in these columns, who determines whether a business goes ahead or lags behind. In the case of our industry, the consumer is none other than you yourself, the reader.

MR. WILLIAM PFAFF, of Searcy and Pfaff, Ltd., New Orleans, writes feelingly in protest:

In your "Editor's Spectacles" I read about the promoters of Red Gravy and was thankful that we of South Louisiana had an ally who would help us to sell more rice, because fried ham and ham gravy with onions and rice—Oh! it makes your mouth water to think of it—is one of the best dishes in the wide, wide world. The only reason rice is not served oftener in the north and east and west is because they do not know how to make the gravies we have down here in the south. As one interested in our great cereal I was delighted to find that red gravy was coming in to supplant the white stuff so universally served as gravy or sauce. Now in the July issue the chief promoter ruins the whole works by suggesting "it is sometimes used to flavor the cream gravy."

Tell him to forget it and stick to his original idea of red gravy produced by the juice of fried ham.

A GENTLE reader from Milwaukee wrote to us the other day to say some pleasant things of NATION'S BUSINESS and to add this one little criticism of F. S. Tisdale's article, "Storekeeping on Top of the World":

I was one of the crew of a ship engaged in catching "Bowhead whales," not "Bullheads," as Mr. Tisdale erroneously calls them.

This magazine revels in accuracy; and while whaling may be an almost extinct business, it grieved us that we should make an error regarding any industry; so we wrote to Mr. Tisdale a plaintive protest. Here, properly illustrated, is his reply:

Sir: I am astonished by the ignorance of your Milwaukee customer. We are speaking of different species of the whales. He refers to the Bowhead, which is trapped in great numbers in the fresh water off his home port. (See Plate A.)



Mr. Brower and I, on the other hand, refer to the salt-water cetacean, a much higher species than his cousin of the Great Lakes. The Bullhead whale (see plate B) is so called not only from the shape of its head but from its stub-

born disposition. For convenience in swimming, these whales have their heads on upside down. This enables them to cruise about with their noses out of water, thereby avoiding an inconvenience in swimming which other whales have complained about for years.



TWO OR THREE recent articles evidently struck home, judging from the letters received. Mr. A. H. Nicoll, of the Regal Shoe Company, writes:

A number of our officials have read Mr. Tisdale's "The Story of a Pair of Shoes" and we are all of the opinion that he has done a mighty fine job of telling this story in a very entertaining way, bringing out facts which are too often not considered by the average buyer of shoes.

And, along the same line, one sentence from the letter of Mr. O. Grigg of Nunn, Bush and Weldon Shoe Company, Milwaukee:

It is an exceedingly interesting story, particularly so when you consider that a pair of shoes is just an ordinary commodity.

There you have it! Our middle name is "entertaining facts." We looked long and far for someone who could take "just an ordinary commodity" like a pair of shoes and write a readable article about it. Our large oak platform is that the "dismal science" of business economics can be brightened without interfering with truth.

One more, Mr. Geo. F. Johnson, of the Endicott Johnson Corporation, Endicott, New York, writes to say that:

It is a fact that few people understand why they should pay so much for their shoes, and this article will help them to a better understanding. It is most interesting.

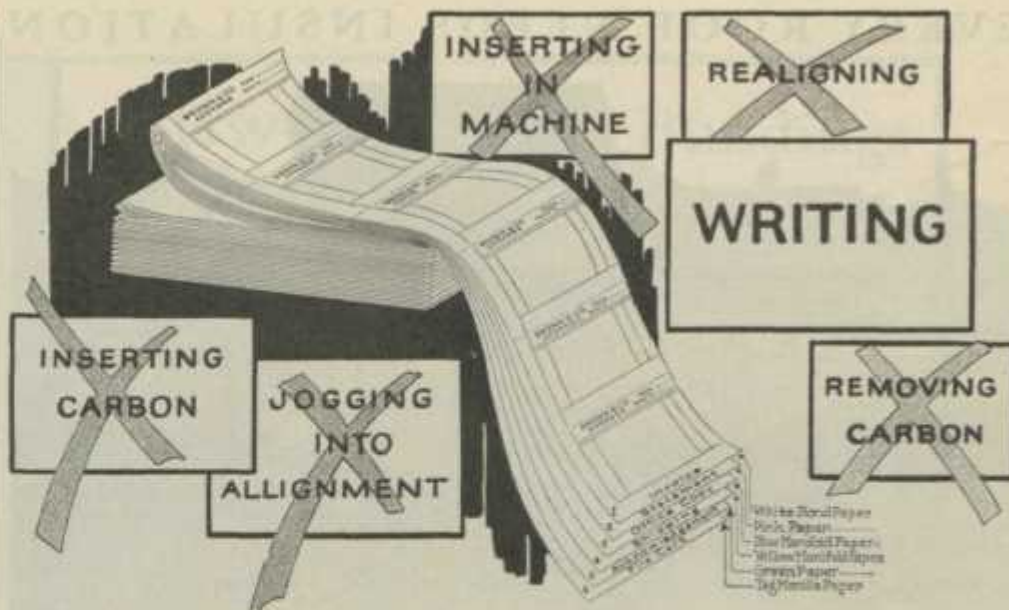
YOU MAY have been interested in the story Jared van Wagenen wrote about his business, farming, in the July number. He and his household are happy on the farm that has been owned and operated by the family 125 years. The editor of the *Indiana Farmers' Guide* says:

The position this farmer has taken is to be admired and commended. He doesn't want to be pitied. . . . He believes there are compensations not expressed by the dollar sign, something many folks do not understand in this day when success is largely measured by material possessions.

But why should there be any thought of pitying this farmer? To envy him, yes. Envied for his success in the calling he likes best and envied in the fact that the accumulation of dollars entered his plans only insofar as it would provide properly for his family and create an operating fund for his business, that of farming.

Pity him? The thought brings a desk-chested, subway laugh.

IT HAD to come—the original Fewer Laws men are putting in their claims. Right here and now we declare that we shall under no circumstances allow ourselves to be drawn into the controversy as to the first, oldest and original member of the Lodge. We



Save Five Operations by typewriting your records on Continuous Interfolded Forms*

In typing ordinary forms, six operations are necessary (see illustration). Each one takes time, each costs money. You eliminate five of these operations when you use Continuous Interfolded Forms. After they are fed into your billing machine and interleaved once with carbon, your typist's time is devoted exclusively to writing.

Combine Your Records

You no doubt, use several forms of records which are typewritten separately, but on which many of the details are repeated. These may be combined so one typist can do the work of two.

Read carefully these features combined exclusively in Continuous Interfolded Forms:

1. Each copy on different colored paper for quick identification.
2. Different weights of paper for special uses.
3. Different kinds of paper for economy—cheaper grades for office copies.
4. Only one neat pack of 500 to 2,000 sets of forms according to number of copies wanted in each set.
5. All copies in each set are separate sheets and have clean cut edges when removed from the machine.
6. All forms exactly the same length when detached because separated at perforations.
7. Perforated flat hinge at folds—no hump to catch or tear the carbon paper.

Companies in practically every trade have saved from 20% upwards with Continuous Interfolded Forms. Three girls have done the work of five.

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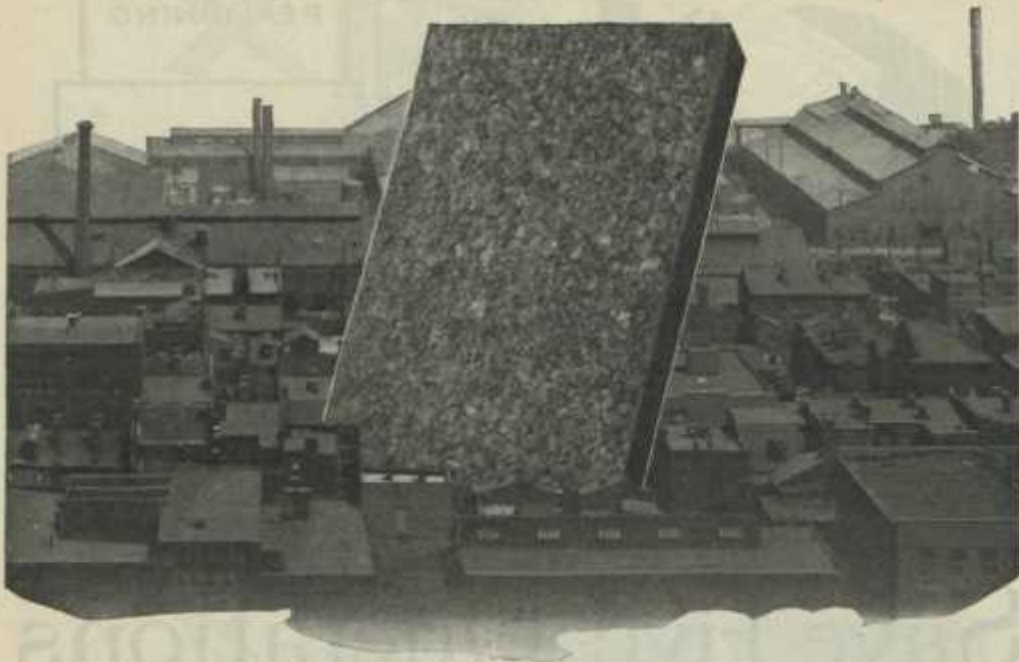
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EVERY ROOF NEEDS INSULATION



Cork on the Roof—Comfort Below

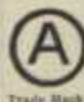
ARE your top-floor offices hot in summer, cold in winter? Is your factory hard and expensive to heat? Do you encounter difficulty in regulating temperature and humidity? Then look to your roof. Too much heat is going through it—it needs insulation.

Armstrong's Corkboard makes a roof practically *heat-tight*. It keeps heat out in summer and holds it in in winter. It conserves fuel. It assists materially in temperature and humidity control, and in industries where high humidity is necessary for certain processes, it prevents ceiling condensation.

Armstrong's Corkboard is a practical insulation from every standpoint. No change in roof design is required to accommodate it. It is laid in asphalt or pitch on concrete or wood roof decks—flat or sloping, on new roofs or old. Standard roofing is applied over it in the regular way. A positive fire retardant, Armstrong's Corkboard cannot be ignited by sparks or embers, and does not smolder or carry fire. It is non-absorbent of moisture and will not buckle or swell.

Detailed information on the insulation of roofs of commercial and industrial buildings will be sent on request. Armstrong Cork & Insulation Company (*Division of Armstrong Cork Company*), 195 Twenty-fourth Street, Pittsburgh, Pa. In Canada, McGill Building, Montreal, Que.

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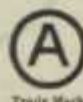


Armstrong's

Nonpareil

Corkboard Insulation

for Commercial and Industrial Building Roofs



have our own ideas on the subject. Mr. Joseph R. Noel, Chicago banker, writes:

We always smile when we hear of the man who claims to be the original McKinley man or the original This or That. I suppose I would be the object of smiles if I were to claim that I am the "original" Fewer Laws Lodge man, but I think it is no less than five years ago when I said that legislative bodies in general would perform a great service if instead of passing more laws they would apply themselves to repealing a lot of dead letters.

Perhaps on the strength of the above claim I am entitled to belong to the Lodge.

Five years? Mr. Noel is received as a Junior member.

Dated Edwards, Miss., this one is brief, to the point and from the heart:

Please count me in as a member of your Fewer Laws Lodge. I live in Mississippi and I guess you read the papers, so "Nuff Sed."

C. O. READ.

Also from Chicago comes an interesting application—from a lawyer, Thomas Mack:

The writer wishes to be considered an applicant for the Fewer Laws Lodge. As a member of the legal profession he understands a little more fully where this multitude of useless laws will lead.

Aside from being a lawyer Mr. Mack is active as president of a manufacturing company. Rather not have had to bring that out.

THE TOUGHER the company's luck, the better for the man on the pay roll. Every month the interesting *Locomotive Engineers Journal*, official publication of the Brotherhood, has a department called True Stories of the Rail, made up of experiences of enginemen in their daily work. The one here reprinted, headlines and all, is of significance in its frank expression of the often-mentioned spirit of cooperation and common interest of the man on the job and the company:

NOT SUCH BAD LUCK!

BY A MEMBER OF DIVISION 563

Work for engineers on the extra board had been very scarce during a panic which had affected the western lines severely, and so when a call came in for a short run involving a great amount of switching, the spare engineer was glad to accept the assignment. When the crew had been on duty about 23 hours, the engine became derailed. After three or four hours of unsuccessful attempts to rerail it, a call was sent for an auxiliary.

By the time the auxiliary arrived at the scene of the accident, the crew of the derailed engine had been on duty 33 hours. The master mechanic, a very genial man, went out with the wrecking crew, and on arrival saluted the spare engineer thus:

"Well, Brown, a little tough luck, eh?"

The spare engineer replied in jovial spirits, "Oh, I don't know; I've got 33 hours in already."

HERE'S the best one of the month. The president of a New York bank called in the office manager one day, and said:

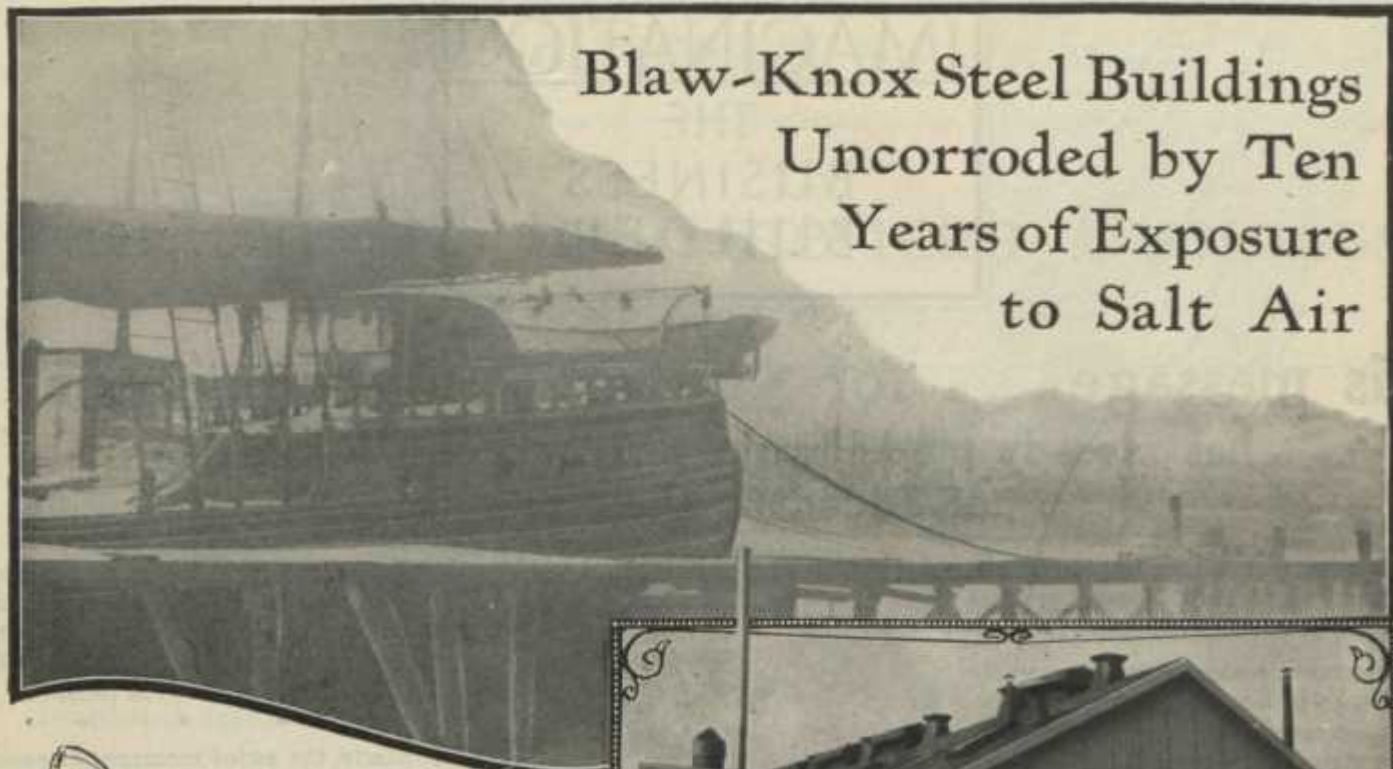
"I want a new stenographer. Miss S— is a good one but she's so infernally attractive everybody stops to visit with her. Get me a plain one."

The next morning when the president buzzed for his stenographer, there came in a very plain-looking woman, sixty or sixty-five years old, with a sallow complexion, a dour visage, and a watery blue eye. The president gave her the dictation, excused her, then again called for the office manager.

"I know," said the president, "that I asked for a plain stenographer, but why be sarcastic about it?"

M.T.

Blaw-Knox Steel Buildings Uncorroded by Ten Years of Exposure to Salt Air



THERE is a well-defined desire among business men to get at the bottom of this subject of steel buildings. How long will an all-steel building resist corrosion? Can it be made leak-proof? How does it stand up under the action of acid fumes and salt spray? These, and many more questions are asked of us by industrial executives who want proof of endurance and satisfaction under all conditions of service.

The Blaw-Knox steel building is the only design on the market today which presents a convincing record to the conservative builder. Through a period of forty-four years it has literally withstood the acid test—of industrial requirements.

The record of the William Duncan building is typical of the continued satisfaction met with in hundreds of early installations. All these records are open for your inspection. They are the buildings themselves—still in service—dotted here and there about the country where you can see them and form your own conclusions as to their endurance and value.

By test and comparison Blaw-Knox holds undisputed leadership where fireproof, one-story, ready-to-erect buildings of highest quality at low cost and low upkeep are desired.

The Blaw-Knox steel building is completely shop-built from standard sections and partially assembled, ready to erect. We meet your specifications as to type, size, windows, doors, skylights, ventilators, etc. Only one order to sign—immediate shipment and speedy erection guaranteed. Send for complete details and prices.

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All purpose, one story Buildings

WHICH TYPE SUITS YOUR NEEDS?



WILLIAM DUNCAN CO.
BRASS FOUNDERS
BRONZE AND ALUMINUM CASTINGS
156 LIVERPOOL STREET,
East Boston, Mass.

Blaw-Knox Company,
Pittsburgh, Pennsylvania.

Feb. 5, 1925

Gentlemen: Relative to the steel building which we purchased in 1911, we are pleased to submit the following facts which led us to our selection of this building and our opinion as to its durability. We had owned the land at our present location for some years, but owing to the stringent building laws and the nature of the soil, which is filled sand, we were unable to consider the erection of a building which would meet our needs as the cost would be prohibitive.

At the Auto Show we saw a model of a steel building of your design and decided that at last we had found what we wanted at a price which, including the cost of furnace settings, stack, brick foot, etc., was equivalent to about three years' rent of the building we had paid in our old location. We immediately purchased one of these buildings and erected it ourselves.

The building is located less than a stone's throw from salt water, but there is no sign of corrosion even though it is now in its eleventh year of service. It has been painted only twice and is just as good as when it was erected. We have enlarged our plant considerably since that time, the following year erecting a building of another make employing steel sheeting protected by a painted cover. This building, however, does not begin to compare with your design and the steel sheeting beneath the painted cover has corroded under the action of salt air.

We can cheerfully recommend buildings of your design as they should appeal to anyone wishing a serviceable and inexpensive building.

Very truly yours,

WILLIAM DUNCAN CO.



IMAGINATION THE BUSINESS BUILDER

**This message . . . for you or your competitor . . .
has already made many products more saleable
and added to their profits!**

THE course of business inevitably, and sometimes suddenly, follows the lines of increased public approval for a product.

A manufacturer makes some apparently small change in his product, but *its saleability is increased*; competition is outdistanced, and the small business grows great, or the great business grows greater—almost overnight.

The wire in a hairpin is bended, and the public will have none other. The hole in a shipping-tag is reinforced, and it is sold by millions. Strands of wire are sealed inside a pane of glass, and a new industry is founded. A water-proofing substance adds new utilities to cloth, and the demand for it builds great mills and fortunes. *Introduce into any product a new and desirable quality of appearance or performance, and the result is startlingly sure.*

DUCO—in itself a distinctive product, possesses the power of visibly improving other products.

The fact that DUCO finish contributed new values to automobiles did not indicate that its distinctive improvement-power should, or could, be confined to motor car surfaces. Instead, it hinted of new and generally applicable economic advantages—so revolutionary that no other field of transportation could afford to disregard them.

In consequence, both electric and steam railways promptly put DUCO to the test, and, in addition to its qualifications already proved, demonstrated still other long-desired qualities, essential in the heavier, more exacting service.

The distance from the motor car to your product may be no greater than from the motor car to the express train, or to the scores of products on which DUCO has already displaced old-type finishes.

Similarly, the added measure of beauty and endurance which transparent DUCO brought to furniture, points to the method by which hundreds of products of wood, of metal, of fibre, of composites, will most certainly be made more beautiful, or more sanitary, or more enduring, or water-proof, or washable, or less costly.

In some or all of these ways your product may be made more saleable—through the use of DUCO.

Less than three years ago DUCO was first used on an automobile. Today it has been adopted by most of the larger motor car manufacturers.

It took 336 hours to finish one well-known automobile with the old finishes. DUCO cut this time to 13½ hours. Labor time was formerly 6.7 hours. DUCO reduced this to 3.7 hours. Even the cost of materials has been reduced.

The work of determining DUCO'S exact and improving values, in widely varying industries, cannot be conducted at any one point. It must be, and it is, progressing in the factories where the products are made. And it must be aided by the vision and desire of clear-thinking manufacturers.

The services of a DUCO Finishing Engineer are freely at your disposal to show you how easily DUCO can be applied with a pneumatic spraying machine, or by mechanical dipping. It cannot be applied with a brush.

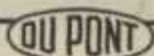
You may quickly find the way in which DUCO will increase the saleability or efficiency of your product—or decrease its cost—or do all of these things.

Meanwhile, as soon as you write we will mail you a manual of Duco-applied-information, showing how other manufacturers are using it to improve their products. E. I. du Pont de Nemours & Co., Inc., Chemical Products Division, Parlin, N. J. Chicago. San Francisco.



Unlike anything else..
it is **DUCO**, the beautiful
enduring **FINISH**

There is only ONE Duco... DU PONT Duco





Hindenburg to American Business

By MERLE THORPE

Statement from the President of Germany:

I AM MUCH gratified to hear that American business men are taking such a deep interest in the conditions of present-day Germany. The social confusion, resulting from the outcome of the war and post-war conditions which have prevailed for several years, seems now definitely to have given way to a readjustment of social life along stable lines. I am firmly convinced that this stabilization of economic and social conditions will continue to improve in Germany as peaceful conditions are restored among the peoples of Europe. I, for my part, am determined to do my utmost toward such restoration and preservation of peace.

von Hindenburg

BERLIN, August 3, 1925.

THE FOREGOING statement was given me by President von Hindenburg today in Berlin. I came here to find out if his election was a sign that the German people still had military and monarchical ambitions or if it was an earnest of a stable republican government.

President von Hindenburg is not a man of many words. He devotes his time, systematically to the multifarious tasks of his office. Interviews, applied for by hundreds of journalists from all parts of the world, are never granted, and he invariably refuses to speak about himself.

Beyond the foregoing message to American business men, I could not get the President to talk about himself. But from other sources I have been able to collect interesting facts which give a close-up picture of the man and his work.

I have talked with Chancellor Luther, with Dr. Stresemann, Secretary of Foreign Affairs, with President Schacht of the Reichbank. I have talked with a score of Germans of high and low degree, and with a dozen Americans, some of whom have lived and conducted business in Germany for twenty years. I shall simply act as reporter, giving a composite record of these interviews, and leaving the reader to draw his own conclusions.

The importance of a correct conclusion is manifest. On it depends the restoration of confidence, upon which, in turn, depend the flow of capital and the extension of credits, both so necessary to a return to productivity and barter and trade. It means much to Germany. Germany

needs capital and credits. No one will invest either if there is doubt as to security from war.

It means much to the United States for upon this confidence in Germany's ambitions rests the success of the Dawes Plan, and in the failure of the Dawes Plan the United States will suffer more than any other country.

It means much to American business men, individually, for domestic affairs in finance, production, selling depends more than ever upon conditions in other parts of the world. And the other parts of the world view Hindenburg's election as we did, with emotions ranging all the way from mild disappointment to suspicion and fear.

What about Hindenburg? And what was in the minds and hearts of the people who elected him?

Paul von Hindenburg und Beneckendorff is 79 years old, yet he is still vigorous in mind and body. His is a large frame, massive, even enormous in its aspect, yet he moves about sprightly as a man of fifty. You are surprised to find his voice mild and gentle in conversation, almost fatherly in its sym-



PHOTO BY
INTERNATIONAL

President von Hindenburg in statesman's uniform on the way to his inaugural with Chancellor Luther. Though 79 years old, Germany's new President carries himself like a man of not more than fifty.



FROM KLADDERADATSCH, BERLIN

TAKING ON THE PILOT

(After Tenniel's famous cartoon in *Punch*, when the young kaiser, in 1890, dropped the pilot Bismarck who as chancellor had so long guided German affairs)

thetic interest. On the public platform, those who have heard him speak say it becomes the military voice snapping out with precision and with little modulation.

He is deeply religious, has always attended a Lutheran church every Sunday, worships a personal God, a Supreme Being who sees all, knows all, and is all-powerful.

He has a deep sense of duty. He prides himself on never having broken his word, but does not boast of it. Even his enemies admit he was "a good soldier," who took orders unquestioningly, followed them to the letter, and who gave orders expecting them to be carried out in the same spirit.

I am told that his executive ability lies in this: He does not interfere with his cabinet officials; he says, in effect "stop the Russian Army," and while ready to counsel and advise, leaves the main job to his lieutenants.

And his reputation for keeping his word was responsible for the first shock the old guard had after his election. The reactionaries, Tirpitz, Reventlow, Ludendorff, said to themselves: "Now we'll have a Hindenburg dictatorship. Then an easy step to a regency, and soon a return to monarchy and a new kaiser." It seemed so simple. Imagine the surprise and dismay when the new President, before a great inaugural crowd, acknowledged "the sovereignty of the people" and swore a mighty oath, "to support the constitution of the German Republic," with "the help of God, the almighty and all-knowing."

He will keep his word, they say. That is why the monar-

chists have broken with him; in fact they are his bitterest critics. They have dropped him from their organizations; he in turn has asked that his name be taken from their rolls.

A concluding touch to the picture: He makes his home with his son and daughter-in-law, and three small granddaughters. He keeps physically fit by an hour's walk in the early morning and again in the afternoon. He declines all social activities on the ground that he must conserve his strength. He sometimes hunts over the week-end, and has, strangely enough, for a bosom companion a socialist leader. His salary is \$15,000 yearly, with \$30,000 additional for expenses.

So much for the man. What was in the minds of those who elected him?

"Why shouldn't a democracy elect a soldier? Didn't you elect Grant? and Jackson? And Generals Harrison and Tyler and Washington and Colonel Roosevelt?"

That was the answer of a Berlin business man. Hero worship and popularity, east and west, remain powerful factors in popular elections.

"Sick and tired of the failures who had been trying to lead Germany out of the morass," said another. "Hindenburg had shown he was a leader of men. The people wanted a strong leader."

A prominent banker said: "I did not vote for Hindenburg. I did not think his election wise. But now I realize it was the best thing which could happen to Germany."

"Hindenburg is an old man. He is elected for seven years. He has no thought of a second term. He is above party politics. He is intelligent, he realizes Germany needs



FROM LACHER LINES, BERLIN

AT SCHOOL IN GERMANY

Teacher: "What is Germany?"

Pupil: "Don't punish me, sir, but my father says Germany is a Republic."

peace for industrial rehabilitation. The Republic is safe; he has given his word."

The situation preceding his election can be summed up in a paragraph. Monarchists, Democrats and Communists were struggling for power. The Monarchists were gaining. All feared the Communists—a real menace. So with one accord the opponents of Bolshevism and monarchy turned to Hindenburg.

From those in authority I was assured that Hindenburg and Germany would see the Dawes Plan through. That there are difficulties in transferring credits was pointed out, "but," it was said, "the great virtue of the Plan is that it is flexible, that new means can be found for new circumstances. We sorely need stability; our people are, oh! so weary and heartsick for opportunity to work and rebuild."

Feeling was expressed by some as to the continued occupation of the Cologne Zone, and one pertinent observation was made relative to the loss of the German Colonies.

"It will be hard for Germany to pay. It is as if you said to an insolvent business man: 'You can't go into bankruptcy. Work your way out. But in the meantime we have taken away all your profitable branch offices (colonies), and we ourselves won't trade with you as formerly, but you must work your way out.'"

It was not a bitter note, rather one of discouragement. But during these talks the tone always changed and there was optimism that some way could be found. For over all there hangs the memory of the terrible days of instability, when the mark was dropping and capital fleeing to cover. I had heard much of this

Aussprache des Herrn Reichspräsidenten für The Nations Business

(Mr. Thorpe)

Ich freue mich, von dem lebhaften Interesse zu hören, dass die amerikanische Geschäftswelt den Verhältnissen in Deutschland entgegenbringt. Anstelle der sozialen Erschütterungen, von denen das deutsche Volk in den Nachkriegsjahren heimgewacht wurde, scheint eine allgemeine Beruhigung getreten zu sein. Ich hege die feste Zuversicht, dass diese Beruhigung auf sozialem wie auf wirtschaftlichem Gebiete andauern wird, wenn die politische Befriedung Europas weitere Fortschritte macht. Ich für meine Person werde mein Möglichstes tun, um solchen Frieden herbeizuführen und zu erhalten.

ges. von Hindenburg

READERS of NATION'S BUSINESS may be interested to see this photographic reproduction of President von Hindenburg's statement to this magazine.

It will interest them also to know that the entire article was prepared with the knowledge and approval of the German Government. Its timeliness is enhanced by the fact that Germany has just been admitted to the International Chamber of Commerce, and is back again in the business family of nations.

In no other man in Europe, perhaps, is such great curiosity centered as in President von Hindenburg. Upon him much of Germany's future depends.—The Editor

period in Germany, had written of it, often in a light vein; but not until I talked with business men who experienced it did I appreciate the tremendous strain put upon men and women. The world has never seen of its kind such an amazing spectacle, such indescribable chaos, and the wonder is that there was not a complete collapse of social and moral life, utter destruction of civil and criminal law—and 75 millions in red anarchy.

Bring the situation home to you in the United States. Suppose, instead of saving money the first thought always was to get rid of it. Suppose the worried looks of men in the street were caused by anxiety not as to how to get more money, but as to how and how quickly to become penniless.

"We lived through months of literal hell," said Frederick King, president of the American Chamber of Commerce, and Berlin manager of the Mergenthaler Linotype Company, which has a plant employing 2,000 men. "We stood in line all night as men do at a world series game, but for a different purpose. We were waiting for the bank to open and to fill our clothes baskets with the day's pay-roll. Then by automobile we rushed to the factory and paid the men off in advance. We then gave the workmen time off to hurry out and procure necessities before their day's wages became worthless.

"And so it was with buying raw materials, and in the selling of finished products and parts. A feverish, sleepless, mad panic. Multiply by 1,000 a situation caused by the closing of stock exchanges, wholesale failures of banks, with fear among high and low as to where the next meal was coming from, and extend that over months, and you'll get some picture of what we went through."

An associate of Mr. King added this incident:

"I had an endowment insurance policy come due. It was for 20,000 marks, normally about \$5,000. I had paid in over a period of ten years about \$3,000. The insurance company mailed me the 20,000 marks and the postage stamp and the envelope cost 26,000,000 marks." The government likewise suffered. Before taxes could be collected they were worthless.

"Why did not your government stop the inflation?" I asked. "Some of us think you were a party to it."

"Stop it!" was the quick reply. "Do you know of the laws we passed, laws providing extreme penalties against the flight of capital? Banking and commercial transactions were no longer private. Such an industrial inquisition! Banks were ordered to give up the activities of their depositors. The government was helpless."

But man-made law could not stop the inexorable march of economic law—a march to complete ruin and bankruptcy.

Out of this has come a republican government and stability. Men are working and rebuilding. The new reich-mark has a definite value. The Dawes Plan has set definite liabilities and relieved a people of a task which like that of Sisyphus was not only back-breaking but hopeless.

Why They Wanted Hindenburg

IS IT not clear now why the German people turned to Hindenburg? They desired above all things an orderly life, a life not free from work, and hard work, but security for their labors. The old field marshal pledged his word to give them this security.

Officials around him, with whom I talked, say he will keep his word. They say the ideals of the new Republic are dedicated to peace and a peaceful social evolution. The new constitution emphasizes individual liberty, and protection under the law instead of under God-appointed regencies. It provides for freedom of thought, of religion, of press, and of speech. Like ours it is a written constitution; like the British, it empowers the President to dissolve the Congress when a deadlock ensues.

But to go back to the original question: Have the Hindenburg Government and the German people still military ambitions? How do Germany and the German people feel toward universal disarmament? I put this question on every opportunity to men and women, not only in Prussia but Bavaria. One high official's answer gives the tenor of all:

"Disarmament!" said he. "Why, Germany today is the great exemplar of military disarmament!"

"You have an old fable in English," he continued with a quizzical smile, "of a fox which lost his tail in a trap. The fox tried to make the most of his predicament. He told his fellow-foxes that life was much easier without a heavy bushy tail and anyway, tails were going out of style. Why not everybody cut off his tail?"

"Well, Germany has lost its military tail. Have it, if you will, through no fault of ours. The fact remains we have no army, no navy, no air forces. We are eager to see other nations lose their military tails.

"Yes, Germany desires universal disarmament. Common-sense dictates. We have everything to gain and nothing to lose. We have no protected frontiers, no natural fortifications of mountain and river and sea, as have Italy, France, and England. It is to our interest to see the nations of the world disarm.

"Our people do not relish war and privation and bloodshed any more than other peoples. We are human. Our people will not soon forget the anguish of 1914-19. While we put up a brave front, the world will never fully know what we suffered. Do you realize our men were on short rations as early as 1916—and the suffering at home was still greater.

"This generation will not soon forget what war means. The German people now control Germany. Our President has not the powers of President Coolidge. The Republic is in no mood to countenance the building up of a military machine."

And President von Hindenburg has sworn to uphold the Republic and has here given his word to readers of *NATION'S BUSINESS* that he is determined to do his utmost toward the preservation of peace.

This picture taken in 1866 shows Paul von Hindenburg with his wife, his parents and his two brothers. The new President and his late wife are shown at the right



Shall We Be the World's Bankers?

By W. L. CLAUSE

Chairman of the Board, Pittsburgh Plate Glass Co.

THE FIRST requisite of any successful banking institution is adequate resources. From this standpoint, we can readily qualify. The national wealth of the United States is considerably more than double that of Great Britain and all of her colonies. Besides this, we have a half of the world's visible supply of gold.

We are already qualifying as international bankers in that we are making more foreign loans than any other country—having loaned abroad last year twice as much money as Great Britain. If to the foreign loans and investments that have already been made and are likely to be made this year by citizens of this country, is added the amount that the Allies owe our Government, the total will be approximately equal to Great Britain's foreign loans and investments.

Of course, London will no doubt continue to be the leading clearing house for exchange growing out of international commerce, but I am dealing only with international finance as related to foreign loans, in which matter New York is already in the lead.

Paying Foreign Loans

A SECOND requisite in banking is assurance that the loans being made are sound and will be paid at maturity and that the facilities for collection in case of default are ample and dependable. Perhaps at this stage of the discussion of this problem, it would be well to consider the conditions surrounding the payment of foreign loans.

Economists are all agreed that foreign debts can be paid only in gold, in goods, or in services. This at once surrounds the payment of foreign debts with conditions that are altogether different from those involved in the payment of internal obligations. The payment of national obligations is dependent solely upon a government's ability to take in through taxation more than it spends and to use the difference in paying its debts; but the payment of foreign or external government debts, though necessarily contingent upon such an internal surplus, is dependent primarily upon its ability to transfer this internal surplus abroad. This can be done only by having a corresponding surplus in foreign trade. Without such a surplus foreign trade, the transfer and payment of foreign loans become very difficult if not impossible unless paid in gold, and, of course, there is not enough gold in existence at the present time to liquidate foreign loans of such magnitude as those that have grown out of the war.

The term "services" embraces not only shipping, banking and other services, but also services of capital, i.e., interest and profits in foreign investments; but outside of Great Britain and the United States, there are no countries that have large incomes from these sources and, as a matter of fact, Great Britain and the United States are both loaning such large amounts abroad that there is as much going out through loans as is coming in from these "services"—possibly more.

The foreign debt that has been most in the

public mind since the war is Germany's debt to the Allies.

There was great bluster immediately following the signing of the armistice, and during the negotiations of the peace treaty, on the part of both Great Britain and France to the effect that they were going to make Germany pay for the full cost of the war.

With France, this seemed a really vital problem. France had suffered so tremendously from the devastation which had taken place, as well as from the loss of man power, that she was perfectly justified in feeling this loss should be made good.

With Great Britain, of course, the problem was different, but for the time being, it was good politics to boast of what they

much. To state it still differently, if Great Britain with all her vast resources required sixty-two years to pay us between four and five billion dollars, how long would it take Germany to pay seven or eight times as much?

In making these comparisons, I do not wish to be understood as apologizing for Germany. I wish she could pay and could be made to pay the entire sum, but after all, the practical possibilities of the case are the ones that must ultimately dominate.

John Maynard Keynes, the British economist, was the first man who had the vision and the courage to state openly that Germany could not pay such sums, but he was actually hooted by British statesmen and financiers.

The report of the Dawes Commission, however, now definitely recognizes, and since it has been adopted gives official recognition to, the fact that payment from Germany must be scaled down. The investigation by the Dawes Commission led to the conclusion that Germany was capable of raising about 2,500,000,000 gold marks a year after the termination of the five-year moratorium, during which time lesser payments were to be made.

Could Not Get Gold

THIS amount, if actually available and convertible into international exchange, would just equal the interest on the A and B bonds without providing anything for their amortization. Furthermore, this would leave no provision for the C bonds. Hence, it is evident that the Dawes Commission fully

recognized that Germany could never pay the amount fixed by the Reparations Commission acting under the Versailles Treaty. Inasmuch as Germany no longer had an army or a navy of any size or a debt upon which to pay interest (which form of expenses, together with our pension system, consumes nearly eighty per cent of our own national revenue from taxation) she naturally could have a large internal surplus.

It was the Dawes Commission which first recognized that this internal surplus of marks would not of itself pay external obligations. As Germany did not have and could not secure gold with which to make payments, and as she had no way to render services (at least, services that would be acceptable to the Allies), there remained only the one means of payment, and that was in goods.

To pay in goods required an excess of exports over imports equivalent to the annual payments stipulated in the Dawes Plan. Germany has not had a favorable balance of foreign trade for thirty years or more, and the world is now beginning to realize that there is grave question as to how much of this 2,500,000,000 annual internal surplus can be converted into international exchange.

No country, in peace times, has ever continuously had a surplus foreign trade large enough to provide foreign exchange sufficient to meet such payments as Germany is now required to make. Even the United

DO LOANS to foreign governments carry with them sufficient provisions for security? "Only in rare cases," says Mr. Clause, who sees little profit to the United States in her ambition to become the world's banker.

Would a sound bank lend money to foreign governments as we are doing? Hardly, says this business-man economist.

This is a strikingly frank discussion. Naturally, there is another view of the case, which we shall present in an early issue from a man as distinguished in international banking as Mr. Clause is in American manufacture.—The Editor

were going to make Germany pay in full.

Finally, the Reparations Commission, created under the Versailles Treaty, determined that Germany should and could pay 133,000,000,000 gold marks. This was to be divided into A, B and C bonds—the A bonds being for twelve billion gold marks, the B bonds for thirty-eight billion gold marks, and the C bonds for eighty-three billion gold marks. The A and B bonds were to bear interest at five per cent (equal to 2,500,000,000 marks annually). The actual status of the C bonds, which never seems to have been definitely decided, was left to future determination, but for the time being at least, there was a distinct expectation on the part of France, Great Britain and the other Allies that all these bonds were to be paid.

The Problem Germany Faces

EARLY default by Germany led to the occupation of the Ruhr. It should, however, have been perfectly apparent from the start that Germany could not pay such sums. If, for instance, the Allies jointly could not pay the \$11,000,000,000 which they owed the United States as a result of the war, Germany alone, having been shorn of nearly half of her iron and coal, and practically all of her shipping and her colonies, could not pay three times as much; or, if France could not pay us between three and four billions of dollars, Germany could not pay eight or ten times as



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"IT HAS been apparent for years that we could not continue to have an enormous surplus foreign trade without lending the foreigners the money with which to buy," W. L. Clause says in this article. "As a matter of fact, this enormous sale of foreign

goods has given us the foreign credits that have made possible our loans to foreign countries. Payment of these loans would necessitate the flowing of the world's trade currents always in one direction—and that direction toward the United States!"

States did not have an average foreign-trade surplus before the war large enough to pay what is required of Germany by the Dawes Plan.

There are some who think that the natural expansion of foreign trade will ultimately greatly increase the amounts that Germany, France and other debtor nations can pay, but since foreign commerce is an exchange of products, an increase of exports is sooner or later accompanied by an increase in imports, so that the net results are not materially changed.

Every Nation Wants to Sell

IF ALL other nations were willing to cooperate with Germany in enabling her greatly to increase her exports, she might pay increasing amounts, but there is no evidence or prospect of such cooperation. Furthermore, besides France, Belgium, Italy, Poland, Czechoslovakia, Austria, Hungary and Yugoslavia, there is an increasing number of other nations having the same necessity for augmenting their exports that Germany has, which would simply mean that, sooner or later, every nation would want to sell but not to buy. This would be an impossible situation.

Moreover, since Germany is better equipped to meet such an obligation than any other country in the world, except the United States and Great Britain, the difficulty and uncertainty of other foreign debts being paid is manifest. Germany is the most solvent country in continental Europe. She has no internal debt and her expenditures for army and navy are at a minimum. From the standpoint of capacity for foreign trade—and this is the essential factor in paying foreign debts—she has, outside of the United States, the greatest industrial equipment in the world, backed by the cheapest and most efficient labor possessed by any industrial country. Obviously, if there is doubt concerning Germany's ability to pay, how much more ques-

tionable is the ability of other countries to liquidate their loans.

The Dawes Report, fully recognizing this difficulty, provides for a Transfer Committee whose duty it is to receive the payments in marks from Germany for conversion into international exchange, and further provides that whenever the funds in the hands of the Committee shall amount to 5,000,000,000 marks further payments by Germany shall not be accepted until the Committee has been able to convert the marks already received. In fact, the Transfer Committee has the power to suspend payments before that sum is reached, provided that two-thirds of the Committee feel that further payments would injure the well-being of Germany. Who is ready to buy German goods in such volume as will enable her to meet this necessity? This is, in no sense, a criticism of the work of the Dawes Commission which is altogether commendable. These conditions exist in spite of the work of the Commission, not because of it.

England and France, the largest parties in interest, have signified their attitude on this matter of taking German goods by placing a special import duty of 26 per cent on German exports to them, and every other country in the world will surely be anxious to protect itself against a flood of German goods. Great pressure will be brought to bear upon the United States to lower her tariff, but all this is nothing less than an attempt to make the United States pay Germany's debt to the Allies, and we can feel perfectly sure that such an effort will never get very far.

A Popular European Pastime

THE game of making the United States pay the cost of the war has become a popular European pastime. To hear those who favor a much lower tariff, one would naturally infer that the United States is a small importer of foreign goods. The truth of the question is that the United States is second

only to Great Britain in the matter of imports; and when one considers the fact that Great Britain must import a very large part of her food supply, and that we raise practically all we consume, it becomes apparent that the United States is not very far behind Great Britain as an importer of non-food products. France, which ranks third in imports, imports only half as much as the United States.

It is a strange commentary on the great bankers of the world that up to the signing of the Versailles Treaty, and even subsequent to that time, it was not realized that the payment of an international debt has a different status and is surrounded by conditions altogether different from those of ordinary internal debts. Incredible as such a statement may seem, I think it is clearly borne out by what has happened.

Could Have Replaced Ships

EVERYBODY who has studied these problems knows now that the amount Germany can pay is a matter of great uncertainty. It should, therefore, be perfectly apparent that if the Allies had realized this fact when the Versailles Treaty was signed, instead of demanding payment in marks they would have demanded that Germany rebuild the various devastated regions and that she build for Great Britain, ship for ship, the tonnage she had sunk. Germany could have done all of this without materially involving the problem of foreign trade and international exchange.

To be sure, both Great Britain and France had objections to such a plan on the ground that it would give employment to German workmen rather than to English and French workmen, and that from a political standpoint, it would have been unpopular; but, just the same, if they had realized that there was no other effective method of securing adequate pay-



BE GOU FROM EWING GALLAWAY, N. Y.

ments, I believe that both Great Britain and France would have much preferred it to a method of collection which is now generally recognized as likely in large measure to fail.

Even when the Reparations Commission was at work, which was at a materially later date, there was still a complete lack of comprehension of the difficulties surrounding the payment of external debts. This is apparent from the fact that the Reparations Commission not only fixed an amount so large as to be impossible of payment, but provided that it should be paid in marks on a gold basis. They overlooked the difficulty of converting the marks into international exchange, in that, if the payments made by Germany were in marks, the English and French and other Allies, of course, would take their marks back to Germany and demand gold for them, the amounts being so large that the first demand for redemption would have more than exhausted Germany's supply of gold, whereupon she could no longer have remained on a gold basis and further gold payments would have been impossible.

Senseless Expenditure

I THINK that this lack of knowledge of the problems involved in the matter of international exchange and the payment of external debts extends even down to the time of the occupation of the Ruhr, because Poincaré at that time still demanded the payment of the full amount fixed by the Reparations Commission (viz., 133,000,000,000 gold marks) without considering how such payments were possible.

It is also equally evident that we in



It's all very well to talk of New York as the center of international finance, but—is our Government going to change its policy and protect

American interests abroad? During such convulsions as shake China, for instance?

the United States did not understand the difficulties surrounding the payment of foreign debts. Otherwise, after the armistice, we would hardly have loaned, as we did to the Allies other than Great Britain, several billion dollars, a considerable part of which was frittered away in senseless expenditure. If the administration had understood the situation, it would not have made these additional loans, knowing that there was great doubt about the payment of what they already owed us. We should have known then, but apparently did not, that the payments of all of the debts of the Allies to us are involved in the same difficulties as surround payments by Germany to the Allies.

For the first time, apparently, the world is beginning to realize that all debts do not have the same status. The moral obligations



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supporting all debts may be the same, but the methods and possibility of their payment may be and frequently are altogether different.

Strange to say, Great Britain—although up to the time of the war the financial banker of the world—was never really confronted with this difficulty. In the first place, being a free-trade country, she permitted creditors to pay her in goods as well as in gold; but the chief problem now involved in international payment never confronted her at all, because Great Britain was constantly loaning nearly as much as she was collecting—and sometimes more.

Constantly Increased Loans

IN OTHER words, the amount of her foreign loans was constantly increasing, with the result that she was putting about as much into the international exchange pot as she was

taking out of it; but if she had ever reversed her policy and concluded to retire as international banker, by calling in her foreign loans and investments, her free-trade policy would have been a helpful factor, at least from the banker's standpoint, because it would have permitted payment in goods as well as in gold. What the effect on English industry would have been is, of course, another matter.

Under normal conditions and in the long run, problems of international exchange, as related to the exports and imports of the world, taken as a whole, are self-adjusting. To be sure, it requires some shifting of foreign credits, but over a period of time one hand washes the other and this must be so if foreign trade is to continue.

Long-Term Obligations

THE problems, however, of international exchange, as related to payment of foreign national debts, are altogether different. The settlement of international obligations resulting from export and import trade will always take precedence over international exchange which may be required for the payment of foreign debts.

Obligations growing out of foreign trade must be liquidated on the spot or foreign trade would stop almost over night. Foreign national debts, however, are always long-term obligations and have generally been met by some method of refunding rather than of payment. Even when sinking funds for the payment of foreign loans are required, the problem of providing international exchange still exists.

One of the vital differences between payment of foreign commerce and foreign loans is that foreign commerce is largely an exchange of goods so that each current has its counter current; whereas, if the United States were to become the leading international banker, it would mean that the payment of our foreign loans would necessitate the flowing of the world's trade currents always in one direction and that direction toward the United States.

Surplus Foreign Trade

EVEN those minor currents that might be toward Great Britain, France and the other Allies would be either entirely or largely diverted in our direction because of their debts to us.

Tides do and must ebb as well as flow, and the only counter current we could set up would be produced by constantly making our loans equal or exceed what we are being paid. We would be in the position of the bank whose customer always pays his note by giving a new one with interest added, and ultimately ruins his credit.

In the above paragraph, I have left our foreign trade out of the picture, and considered our position entirely from the banker's standpoint, but it has been equally true and much more apparent for years that we could not continue to have such an enormous surplus foreign trade without lending the foreigners the money with which to buy, and I don't see how we can keep this up indefinitely. As a matter of fact, this enormous sale of goods (surplus foreign trade) has given us the foreign credits that have

(Continued on page 66)

Raw Wealth and Real Sufficiency

By HENRY SCHOTT

THE PRESIDENT, Head of the North American Ventilation and Acoustics Co.

GLOMERATE P. FLOWNDER, of Glomerate P. Flownder Associates Corporation

THE SALES MANAGER, North American Ventilation and Acoustics Co.

DIRECTORS, EXECUTIVES, MANAGERS and Such, all self-made

Place: Here

Time: Right now

THE scene is in the directors' room of the North American Ventilation and Acoustics Co. Usual stage smoke-stacks seen through the windows. At the President's right, calm and complacent, patient, powerful, the new sufficiency expert, seven years in college, two years' study abroad, five languages—he's an expert; fellow at the Universal Research Institution one year. Author of "A Statistical Study of Specialized Financial Principles Applied to Industrial Organization," 3 vols., 1,446 pages, cloth, \$12.00, postpaid \$12.90, and numerous scientific articles.

THE PRESIDENT: Boys, as you know we have never been sufficient in this plant; we've just blundered along, paying our bills, true, and making a good first-class product—first class enough to give some of our so-called competitors a headache for the last thirty-five years—but we've never been really sufficient in the modern up-to-date sense. We've made money—some money—while a lot of our friends have bitten the dust, and I guess I'm fair when I say that we stand pretty close to the top in this line. But that proves the rotten conditions in the industry. The way we've been running it we ought to be broke, busted and in jail for misusing funds.

The truth is we aren't sufficient, have never been sufficient and have succeeded in spite of ourselves—because no one else was sufficient. All we know we learned in the shops and we are about twenty-five years behind the procession. That's the reason I wanted Mr. Flownder of Glomerate P. Flownder's Associates to come with us. Mr. Flownder, aside from having been connected with the American Association of Societies for Research in Business and Commerce, spent seven years in some of our greatest universities preparing the foundation for his life work. Seven years, and we haven't a genuine college graduate in a responsible position. One or two of us started, but didn't have the character to finish; grabbed the first jobs offered us. Also he wrote "A Statistical Study of Specialized Financial Principles Applied to Industrial Operations"—a very unusual book, very unusual—very—a book everyone of you—us—ought to read and know if we are going to meet modern business conditions with modern business principles. Yes, everyone of us should make a study of Dr. Flownder's work in our spare hours.

The doctor wants us to look upon him as one of ourselves. He wants to give us the benefit of what he has learned. I might add he spent three years in European countries after leaving college, studying modern American business methods. And I know we'll all benefit by what he can do to bring us to a point where we will be able to say that the North American Ventilation and Acoustics Company is not only successful and

prosperous and respected, but by Jehoshaphat, it's sufficient, too! Gentlemen, Mr.—er—Doctor Flownder.

DR. FLOWNDER (of Glomerate P. Flownder Associates Corporation, Advisors): Mr. President and Managing Executives of the North American Ventilation and Acoustics Co.: Studying you gentlemen, objectively—I can, after all, view the human being, in mass or individually, only as a machine of good, bad or indifferent design—and giving full consideration to the fact that you have been successful in your business I am struck most forcibly with a sense of the vast raw wealth of this country and with the boundless opportunity it offers to those with little or even no preparation, or I might say, fitness.

In passing your plant on a fast train this morning I was at once struck with its lack of cohesion, its absence of the very fundamentals of design and, I may say, of physical form, struck me with the force of a blow.

"There," said I to my traveling secretary, "there is an example of success, so-called, in spite of itself—a case of escaping receivership through wholly fortuitous blundering and bungling." Nothing personal, gentlemen—simply facts. Your plant and its management literally shriek insufficiency to anyone with even a rudimentary instinct of the principles of business after, say, the War of 1812.

One little instance. When I came in this morning and told the information girl I wanted to see the president, she blandly said, "Go right in—first door to the right—Mr. Beazle said he was expecting you."

Now what right did she have to surmise that he was expecting me? He may have been, on his arrival, but an hour—3,600 business seconds had passed—and it was more than possible that Mr. Beazle had some weighty, even vital question before him right at that moment.

Had she been even slightly sufficient she would have asked me to fill out a form giving name, age, purpose of call, how long I intended to remain, amount of paid-up life insurance, clubs, golf score and finger prints.

And that would have been only the bare information necessary to a business meeting of these busy days.

And again, not to criticize Mr. Beazle, but while I was in conversation with him he shouted to the office boy, "Here, Jim; see if you can't put a real point on this damn pencil, or get me a new one!"

That was all. No job order, and consequently no final knowledge whatever of cost. Just told him to sharpen it, or get a new one without any thought of requisition. I could hardly control myself as I saw the boy carry away that piece of company property with no sign of a record, voucher, receipt or acknowledgment. Nothing!

Of course, you can't have the slightest idea of your pencil costs, upkeep, operation or depreciation. Now, gentlemen, if you're careless enough to proceed in so heedless, reckless a manner with pencils, you do it with tools, and if with tools, then with equipment and so on until I can conclude only a kind fate has saved your plant and realty from disappearance. Don't you think I'm right?

Yes, you do, I can see it on your faces.

Now, the moment our computing machines

arrive—they should have been here yesterday, but inadvertently they were sent to one of our other clients, the F. Blotts' Sons Synthetic Shrimp and Sausage Corporation—on their arrival we intend to go right into the pencil subject, beginning with a time study on sharpening, and throwing the findings against our proved experience statistics on fountain-pen filling. We hope to develop facts that will surprise you and your stockholders—and please them. Yes, indeed.

But that is only a straw to indicate how loosely and insufficiently—I might be tempted to say criminally loosely and insufficiently—you are conducting this industry. Ah, don't find comfort or excuse in the fact that you have been showing a profit steadily these many years—that you have all grown rich in it. All in spite of yourselves; yes.

It will be impossible for me and my Associates to give you all the time we should like. Others are in need of us and we shall be unable to devote more than two, or possibly three, years to our work here. That gives us time to correct only the more serious and more deep-seated disease spots in your organization. Briefly these appear most conspicuously in your methods of cost-keeping, purchasing, sales, accounting, packing, fuel conservation, floor layouts, production, your machinery and equipment, maintenance and design, time-keeping, building construction, executive control, stock-keeping, accident prevention, welfare, order systems, and lighting, heating and ventilation.

(Feeling in his pockets, beginning at the vest and ending at trousers, two sides, watch, two hips.) I had a complete list prepared, I feel sure, but seem to have mislaid it for the time being. But that's neither here nor there for the present.

That's all that comes to me right now, but it should give you some idea of the main points we intend to cover. I want you to keep always before you the thought that almost anyone can make a business highly profitable, but how few—oh, how very few—can so operate an institution that they may look the sufficiency expert proudly in the eye and say, "We may not pay dividends regularly, but we challenge you to point out one spot that does not show sufficiency!"

Gentlemen, with these few words, I'll ask you to excuse me. As I find I wish to confer with you, I'll send for you. (Looks at his watch, smiles benignantly one broad smile for all and with measured tread goes through a door marked "President.")

THE SALES MANAGER: Well, gents, he's certainly one sufficiency shark. I gotta give it to him. When he panned our executive control department I'll come clean and tell you, old timers, it was the first time I ever knew we had an executive control department; and I'll break down and confess further right now that I don't know where it is or what it does. That's as much as I know about this little old business that's been paying my golf bills all these years. We sure needed him. (They straggle out—all except the president, who remains in his chair looking dazedly at the door leading to what was his office.)

(The curtain falls)

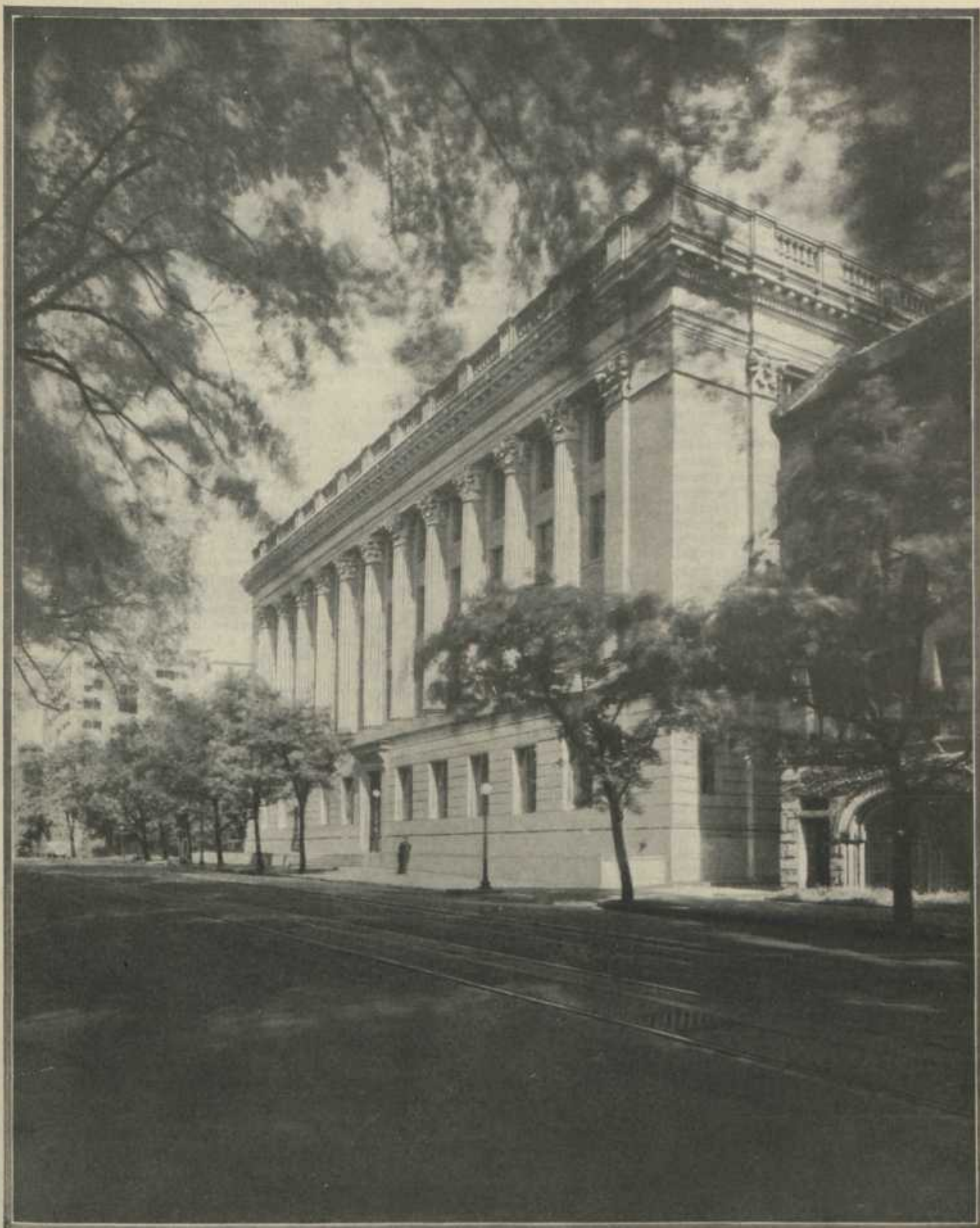


PHOTO BY JOHN WALLACE SILLER

THIS is the first picture we've seen which really shows the beauty of the new building of the United States Chamber of Commerce at Washington, D. C. At the right is a bit of the

Brazilian Embassy, a house originally built for Henry Adams by Henry Hobson Richardson. Nearby, but not shown in the picture, is a house designed by the same architect for John Hay

World Business Acts as One

By MERLE THORPE

With Caricatures from Life by the Hungarian Artist, Derso

WHO: Business leaders—830 of them—from 28 countries.

WHERE: Brussels, Belgium.

WHEN: June 21-27, 1925.

WHAT: Third International Chamber meeting.

WHY: A desire to find out what business can do by itself, and how it can help governments, to hasten economic restoration—two big words, meaning simply, better times for everybody, Czech, Argentinian, Yankee, farmer, dentist, merchant, manufacturer.

HOW: By frank discussion, as one business man talks to another, of those obstructions—some caused by business itself, some by politicians—which stand in the way of freer and greater making, buying and selling.



Dr. Walter Leaf, new President of the International Chamber of the Westminster Bank, a distinguished Greek scholar, a great banker and a diplomat in business

with great paintings extending from floor to ceiling and depicting the history of Belgium. The trappings gave impressiveness to the unusual scene—an audience such as is seldom gotten together except at a meeting of this Chamber. From the seven seas delegates had come bringing an international flavor with their differences of dress, of speech, of racial characteristics. On the stage behind the speaker were the women, seventy-five of them, wives and friends of the delegates, while the main floor had been reserved for the men.

On the platform were Willis Booth, president of the International Chamber and vice-president of the Guaranty Trust Company, New York; Dr. Walter Leaf, the new president of the International Chamber and a leading banker of Great Britain; M. Maurice Despret, leading banker of Belgium; Mr. Alberto Pirelli, one of the great industrialists of Italy; John W. O'Leary, president of the United States Chamber of Commerce; John H. Fahy, Boston; and M. René Duchemin, leading manufacturer of France.

President Booth stated simply and forcefully that the purpose of the Congress was to clear up obstacles which were interfering with a full return to barter and trade. He pointed out that the functions of



Willis H. Booth, of the Guaranty Trust Co., handled with tact the job of presiding

commercial organizations in every country have distinctly changed in recent years, and as a result their responsibilities have increased. Conditions of labor, safety of private property, problems of education, the advancement of culture and development of peoples are measured each day by commercial operations. The progress of a nation is dependent upon a natural increase and proper division of the wealth of its individual citizens. The International Chamber aims to view each problem in its relation to the well-being of the entire citizenship of every country. The work of the International Chamber is purely voluntary, entails great personal sacrifice and is thoroughly unselfish.

Mr. Booth, after outlining the matters upon which the Congress would center its attention, matters important to the economic restoration of the world, closed with a reference to the Dawes Plan. "It has demonstrated its practicability," he said, "and its greatest success will come when business organizations fulfill their obligations by assisting those charged with making the Dawes Plan effective."

JOHN QUALITY, an American delegate from Terre Haute, elbowed his way out of

the crowded room where the question of protection of property rights was under discussion. He dragged me over to a window.

"Say," he exclaimed, "I've an idea. It came to me while I was in there listening. It's this. We business men get along fine ironing out

difficulties. We get mad at each other and blurt out what we feel, but soon we're on our way again. Why can't all economic questions between nations which often lead to war be handled this way?

"The business man hasn't sense enough to be diplomatic. He is a plain, blunt man, who makes mistakes but, unlike the politician, can admit a mistake and move on.

"Now this is my idea. Maybe a meeting like that in there, of business men whose interests demand peace, never war, who speak bluntly and have the guts to recede from a position when wrong, who are schooled to give and take, maybe some day such a group will help preserve the peace of the world.

"Political union, with its secret agreements, has too often failed; let's build up this organization and see what a commercial union can do."

M. Despret, and Minister of Finance Janssen, representing the Belgian Government, spoke. Both speakers congratulated the International Chamber on what it had accomplished, and then touched upon the difficulty of transferring funds out of Germany under the Dawes Plan, each adding that the same difficulties in respect to the transfer of reparations would beset the nations in the trans-



Sir Arthur Balfour, a leader in Great Britain's steel industry, and President of the Association of British Chambers of Commerce



Sir Felix Schuster, Director of the National Provincial and Union Bank of England

later unanimous action of the Congress, and of the Resolutions Committee, and the addresses of President O'Leary, Parker Gilbert, and M. Lewandoski, and the declaration of the French delegation, showed there was no concerted action on this point. It was unfortunate that early reports of the Congress emphasized this part of the Despret and Janssen speeches, giving the impression that the International Chamber was to be used as a stalking-horse for cancellation of debts. The difficulties which M. Despret and M. Janssen brought up had been discussed day in and day out by the American delegation, and it is quite likely that if two Americans had spoken in their stead that morning they would have given the same attention to the question of transferring credits on a large scale from one country to another.

Perhaps the press was misled by the bluntness of business men talking. They had not become acclimated to a business men's gathering where a spade was called a spade. The call for an appreciation of difficulties was interpreted to mean a bugle call for retreat. From this lead there was constant expectation of a move to scrap the Dawes Plan, and Sir Josiah Stamp's address, in which he announced at the beginning that his attitude would be "complete personal candor and honesty" with a plea for greater "public candor," had the effect upon the layman of casting doubt on the possibility of reparations and other debts being paid.

"Either we want reparation payments or we don't!" said he. "If we do, the duty of continuous, constructive cooperative thought is upon us, and the day of spasmodic, destructive, sectional recrimination should be over. No problem was ever any the worse but often the better, for such mobilized thinking."

"I have tried to get to grips with principles. Let us no longer say that peoples who are fearless before their enemy's guns cannot face their own facts."

He discussed six points which would make transfers more difficult. The pessimism thus engendered was happily dispelled when Presi-



Professor Cassel, who began life as a shoemaker and is now one of the leading financial authorities in Europe

fer of interallied debts. Many delegates, and particularly the correspondents, seized upon this, not as a coincidence but as a sign of a general move for cancellation of debts. Others did not think so, and in fact the

gent O'Leary and Parker Gilbert, Agent-General for Reparations Payments, spoke.

Mr. Gilbert set forth simply and clearly what had been accomplished by the Dawes Plan in eight months. He pointed out that it



Our own John W. O'Leary, President of the United States Chamber of Commerce

would be folly for anyone now to attempt to predict what volume of transfers it will be possible to attain three or four years from now. The experts themselves in their report carefully avoided any predictions in the matter. Their great contribution was that they recognized the problem, and provided machinery for dealing with it, in the form of the Transfer Committee.

"It is worth while in this connection," Mr. Gilbert went on, "to draw attention to the helpful factors which are operating. You have already had, from Sir Josiah Stamp and others, a most interesting analysis of the difficulties. But things are frequently more difficult in anticipation than in actual experience, and I am convinced that, in spite of the difficulties, which are doubtless many and real, there are enough helpful forces operating to contribute materially to the solution of the whole problem."

"It is important, in the first place, not to overlook the natural forces of growth and recuperation. If left to themselves, and not subjected to too much artificial interference, these forces alone may have an effect within the next few years far beyond what any of us now would dare to predict. They have already been a powerful factor in the recovery from the devastation and ruin left by the war, and they are still working for us. The recuperative powers of nature, the progress of science, and the multiplication of modern demand are capable of bringing about, even within a relatively short time, a substantial increase both of productive power and of purchasing capacity. Trade and industry have already made a marvelous recovery from the disorder and disorganization of the war, and it will not do to assume that we have reached the end of progress."

"The growth of international trade in a few years alone may confound all prophets, and make us revise all our calculations."

"In the second place, it is certainly safe to say that up to this time deliveries in kind have not had a fair test. To some extent this has been due to opposition in the creditor countries against receiving them, and to a large extent, of course, it has been the result of the deadlock and disorder that affected the whole reparations problem before the Plan went into effect. If allowed to work out in a practical way, along commercial lines, it ought to be possible to expand deliveries in kind to a substantial extent within the next few years. This will help reduce the margin to be covered by cash transfers, and has



Sir Josiah Stamp, who is familiar with high explosives as Secretary of the Nobel Industries, and who dropped the high explosives into the International meeting

the advantage of providing in a direct way for a wider market for German goods in the receiving countries.

"Germany has already given evidence of her capacity, and her willingness, to furnish in substantial quantity basic goods like coal and coke, chemical fertilizers and dyestuffs. There ought to be a great field, as time goes on, for deliveries of what may be called capital goods—railroad cars and railroad equipment. Deliveries of this kind have been going forward recently in encouraging volume. And they should be open to less objection in the receiving countries than deliveries of what the economist would call consumption goods. For it is difficult to see how the economy of the receiving country as a whole could ever suffer by having its capital equipment enlarged by reparation deliveries."

"Thirdly, it will not do to overlook the forces which the actions of the Transfer Committee itself may set in motion."

"The fourth factor that seems to me worth drawing to your attention arises from the Plan itself. It is that the Plan has within itself the seeds of growth and the flexibility that should make it feasible to keep pace with changing conditions."

Mr. Gilbert had already stated that reparations payments during the first eight months of the Plan had amounted, in the aggregate, to over 620 millions of gold marks. Deliveries in kind, by far the largest share, have taken the form of coal and coke, which with the transport thereon, amounted to approximately 260 millions of gold marks. There were also substantial deliveries of chemical fertilizers, and of dyestuffs and pharmaceutical products, and, more recently, a growing list of miscellaneous deliveries, chiefly in the form of capital goods. These include such things as 100,000 telegraph poles for France; 4,000 railway trucks costing over 23 million gold marks, for one of the French railways; and even a contract for important dredging in the River Seine. This appears to be the first instance of a reparation contract for work to be done by German labor in France, and it suggests interesting possibilities for the future.

The contracts for Belgium have included the installation of floating docks and large stores of railway material for the Belgian Congo; and construction of 25 barges, at a cost of over 2½ million gold marks. For the other creditor countries there have been contracts for a variety of interesting things, as, for example, the completion of a wireless station for Italy, amounting to about 2 million gold marks; railway locomotives and other railway material for Rumania amounting to about 16½ million gold marks; and a large number of wooden huts for Greece for housing the refugees from Asia Minor and Thrace.

There have been over 130 contracts for miscellaneous deliveries of this character within recent months.

SEVERAL foreign correspondents, and, in fact, some delegates, have remarked wonderingly at the large number of delegates who came from the United States to this meeting. "Why do you think so many came over?" I asked John Quality one evening in

the lobby of the Palace Hotel. "Well, it's like this," he replied. "Five years ago American business men whooped it up at the International Trade Conference at Atlantic City. We felt as if we had just come from an all-night poker game, and had acquired all the chips. Sunshine and clover for years ahead, and that Congress was more of a celebration than anything else. During the last four years it has come home to not a few of us that those damn chips are not worth very much if the bank is busted. We are here now trying to put the bank on its feet."

"I don't mind telling you that's why I am here, and if I can do anything between these meetings to help get the bank on its feet so that the blue chips we have over home are worth something, I'll do my level best."

President O'Leary, on his part, cleared the atmosphere and brought forth applause when he said the first great step toward restoration of confidence lies in the assurance that all nations will meet their financial obligations.

"From the point of view of business there can be no lasting confidence in international business agreements," said he, "if governments fail to recognize their obligations. The precedent is dangerous—to those who owe and to those who are owed. The people of the United States are clear on this principle. They believe that experience has proved the soundness and wisdom of it."

"The funding of international debts is a problem of government and must be handled by government, but today governments continue in power only by carrying out the will of the people. In the position which the United States Government has taken on the funding of debts by other nations it is carrying out the will of the people. We believe our Government has taken full cognizance of the difficulties in the payment of these debts. The spirit of fairness will always be maintained by the American people. If the funding of debts is delayed, the return of confidence will be delayed; and the restoration of confidence provides the greatest aid to payment."

"It is our firm belief that through the restoration of confidence it will be possible to promote such trade."

"What will the restoration of confidence among the peoples of the entire world mean to our future? It means making available to the nations in the greatest need vast sums now awaiting investment by the people of investor nations."

"It means the release of internal funds by people who have a lack of confidence in their own nation."

"It means the gradual leveling of customs barriers which are throttling progress in the smaller nations and hampering trade intercourse elsewhere."

"It means the much freer use of credits. It



S. Parker Gilbert, who is trying to help Germany pay under the Dawes Plan, and who gave the International a cheerful account of the situation



Dr. Reich, President of the National Bank of Austria



Rene Duchemin, who might be called the Du Pont of France, unless we should call Du Pont the Duchemin of America

means that, based on the advance which the world had made in the thirty years before the war, with the capital available by investment, the expansion of world trade in another decade will double that of pre-war records.

"It means through this expansion the employment of the people and the greater stability of the social structure.

"It means a closer personal interest and intercourse between the peoples of the world.

"It means a greater sympathy and understanding of each other's problem—a step forward in the path toward peace."

These speeches reassured the Congress, and the resolution on the question of transfers and cancellation of debts, which had been unanimously agreed to by 30 delegates coming from 21 countries, set all doubt at rest as to the temper of the Congress.

"TAKE a couple of grocers on opposite sides of the street in Cawker City, Kansas," said John Quality. "They want to get together for their mutual comfort and convenience on the little question of what hour to close the stores during August or what deliveries to be made in the new country-club residence district. Easy, isn't it, for them to arrange it? Yes, it is!"

"Now take 28 grocers in a larger city. Same problems, same results of economy and convenience, same ease of getting together. Same answer as above.

"Multiply the 28 grocers by 1,000 and put 'em in 48 states. Simple matter to iron out grievances for mutual benefit. Yes, indeed; yes, indeed; easy like unto going through a needle's eye.

"Note what we have here. Same problems, same eagerness for solution, same mutual benefit. But 28 nations, with different customs, traditions and different languages. A babel of tongues, with fiery gestures, and excited and repeated explanations of novel Latin, Anglo-Saxon, Teutonic, Oriental, and Far West and Near East views on finance production, distribution, transportation."

But patience ruled. Once a delegation walked out of the hall and resigned their membership because a neighboring delegation had called them, so they thought, "a gang of thieves." Two hours later the delegation returned, having learned that the translator had made "a gang of thieves" out of war-time belligerents.

But for the most part delegates waited for "further information" before declaring war. They worked through hours and days, earnestly and unselfishly, to bring about, as one delegate expressed it on the floor, "a common document, a common law, a common practice, which will be accepted by all the

nations, and which will make it easier for commercial men to carry on international and, indeed, domestic business."

It was in the Group Meetings—finance, industry and trade, and transportation—that the Congress paid attention to the little foxes that destroy the vines of commerce and industry. Here, in one group, the business world learned "that certain railroads have been inoperative since the Armistice, because the changing of boundaries by the Versailles Treaty has thrown parts of a road in one country, and parts in another, and the governments of the countries have been unable to get together on how the railroads shall be run. As a result the rails are rusty and no wheel has turned, and commerce has to be routed in unnatural and expensive channels."

Across the hall, men are telling each other that taxation laws should be carefully scrutinized, inasmuch as great injustice is worked by double taxation and is a deterrent to trade. The work of a committee, of which Prof. T. S. Adams of Yale University was chairman, was ratified and delegates promised to bring the suggestions to the attention of their respective governments.

In the Highway Transport Group, discussion centered on a report of the American Committee, headed by Roy Chapin, chairman, Hudson Motor Company. This report was characterized as a remarkable contribution, and delegates spoke of it as most helpful to their problems at home. John N. Willys, president, The Willys-Overland Company, presented the American viewpoint on the value of motors to industrial and economic development.

Commercial aviation was given much attention in the reorganization of the Air Transportation Committee, and in the decision of the Congress to further a general agreement relating to postal connections between air mails, and to draft an international convention on civil air law. Nor did international telephony fail to receive recognition. The importance of this kind of communication in the promotion of trade and in the betterment of international relations caused the Congress to recommend that a special committee study and report on how the Chamber might assist in improvement of international telephone facilities.

JOHN QUALITY, I noticed, sat thoughtfully through one extended debate. No one knew why the delegates from a South European country were opposing the resolution. Finally it developed that the phrase "to be met by augmented trade" offended. A substitute was offered "to be met by expanded trade." That was satisfactory. "Augmented," in translation, carried to them the idea of artificial stimulus, "expanded" meant natural growth.

We were walking down the Rue Royale to the hotel.

"Do you remember," said John Q., "how at the London meeting we nearly broke up in a row over the question of giving certain powers to the Board of Directors of the Chamber? The Americans were nonplussed because everyone seemed to favor the idea until it was drawn up in writing. After an

hour's debate, John Fahey of Boston tumbled to the trouble. He took the floor and explained through interpreters that a Board of Directors as translated means many things to many peoples. To one nation it means paid managers, to another something like a shop committee, while to us, in the case of an association, it means honorary officers.

"So the phrase was rewritten and the power in question given to a 'council' and everybody happy.

"Did you notice," went on John Quality, "that incident at the Motor Transport luncheon today? The room was thick with smoke when the speaking began and some Englishmen and Americans got up and opened the windows. This made the French and Italians so uncomfortable that they closed 'em up again.

"Fourth dimension stuff, isn't it? How much grief has been caused by failure to understand the other fellow. Here, with 28 nations, is a veritable Babel. It's a wonder we get anywhere."

So through six days of work—work inspired by earnestness and a sincere desire to help. Out of all of which came the report of the Economic Restoration Committee, headed by Mr. Fred I. Kent, vice-president, Bankers Trust Company, New York, and assisted by Sir Josiah Stamp, Mr. Alberto Pirelli, and Count André de Chalandier. It voiced the sentiment of the entire Congress when it expressed:

1. No doubt as to the success of the Dawes Plan.
2. Transfers will work out. There is no one patented scheme, but various methods will accomplish it.
3. Assurance of German cooperation.
4. The integrity of international obligations.

It said, in effect: "We'll take up the details of transfers when the time arrives. No one can tell what world trade will be three years from now. No one could have told three years ago what we would be facing today. All that goes for economists, too. Economists, you will recall, recommended at one time to the British Government that the timber around Windsor Castle should be conserved so that Britain would always be able to build battleships. Ten years from now who knows but that the trade of the world may be double what it was ten years ago, and with each nation making and selling and buying its same percentage of goods as before the war, reparations and interallied debts will be a mere bagatelle."

To the work at hand, then! Let business clean up the obstructions of its own making, and let it use every means to bring to the attention of governments those other obstructions to trade which are brought about by governments. Discussion and resolutions of a congress like this will do some good but its full fruition will not come until every business man in every country feels himself a committee of one to work out each in his respective country those principles on which the business men of all nations are agreed.

And if this can be accomplished it will mean more than material benefits of goods. It will mean the peace of the world.



Edouard Dollmans, Secretary-General of the International Chamber



Alberto Pirelli, an industrial leader of Italy whose interests include rubber plantations in Malay and factories in the Argentine, England, Spain and Italy



Maurice Despret, Chairman of the Bank of Brussels; not really as chubby as the artist has made him



Etienne Clementel, First President of the International Chamber, a French delegate and former Minister of Finance

Smearing the Forests With Ink!

By WILLIAM McFEE

Author of "Swallowing the Anchor," "Casuals of the Sea," etc.

IN the town where I live we have no postal delivery. I believe there is to be a change. Mail carriers are to be installed and we shall become completely urbanized. But at present there is a certain countrified interest about the post-office. It is in the center of the town, at the intersection of Main Street and the Boston Post Road. Everybody meets at the post-office.

A good many of us, authors and illustrators and advertising men, transact our business entirely by mail. The bank is just across the street from the post-office, and I have sometimes imagined I saw a faint depression in the roadway, due to the passing feet of wealthy illustrators going over to make deposits. Authors, of course, are also responsible. They wear heavier shoes, perhaps, but they deposit lighter checks. Advertising men, I fancy, ashamed of their plunder, bank in distant cities . . .

Many Things Besides Checks

OUR MAIL, however, as I open it and see it opened in the post-office, contains many other things besides checks. There are letters, of course, both of business and social import. Bulking far more largely than anything else is publicity. And it is of this publicity that I propose to say something herewith.

About half-past ten, when most of the boxes have been emptied and there is a lull in the business, the post-office presents a very instructive sight to the shrewd observer. The publicity, 99 per cent of it, has been left on the desk, on the floor, and in the large waste baskets provided by a beneficent government. A certain portion of it is not even opened, it having been obviously of no interest to the receivers, and has been abandoned on sight.

It ranges, this immense clutter of unwanted printed matter, from dignified form-letters on heavy white paper, sent out by investment houses, with four- or eight-page folders of attractive tax-exempt issues, down through publishers' bulletins, subscription forms for library sets and volumes on etiquette, infallible tim-

ers for Ford cars, delicately worded proposals from department stores to madame to open charge accounts, invitations to join leagues and societies for the advancement of innumerable causes, or to oppose other causes, to the plain begging letter beginning "Dear Friend."

There are two points to bear in mind while considering this problem from an economic point of view. First, there is the waste of labor in producing and distributing it, the cost of which automatically falls upon the products in demand. Second, there is the waste of actual wood-pulp required for the paper, which must be very large indeed, because the scene I have described is duplicated throughout the United States, six days a week for fifty-two weeks in the year.

This, it is respectfully submitted by a mere professional man, is a condition of things worthy of the attention of business men. It is assumed at the outset that the old-time banditry is dead, that the business man who is out to make money is not entirely debarred by his philosophy from considering such a problem in its broad general aspect.

Frankly Against Frugality

IT IS, however, a problem beset with dangers for all who approach it. It is, when all is said and done, a problem of defining the exact relation between personal well being and the common weal, between private enterprise and public policy. We have had a recent example of this when President Coolidge aroused the criticism of certain business and get-together organizations by his proposals for thrift.

Without actually going so far as to say it in so many words, these organizations

were frankly against any frugality on the part of the buying public because, in their view, it is "bad for business." Which of course leads anyone who has no ax to grind to ask the question: What precisely do these gentlemen mean, in the last analysis, by the word "business"?

If we go back to medieval times we discover that the salesman was not very highly regarded. Certainly he occupied a place somewhat higher than the base mechanics and other scullions who performed the manual labor of the community. The merchandiser, in short, had his place. When one did not want to buy anything one could forget the seller's existence.

A Sort of Vanished Arcadia

SHOPS were in a certain part of the city, as they are now in oriental places, and a citizen could proceed to live his life on some plan not entirely subordinated to the selling appeal. Of course I am speaking of an age dead and gone, a sort of vanished Arcadia . . .

Without demanding a return to any such impossible state of affairs, however, it is a permissible question to ask whether the merchandiser has not availed himself a little too ruthlessly of modern methods of communication and display. And the intention of this article is to express, not a quarrelsome carping spirit directed against sane publicity, but a mild curiosity as to whether the modern business man, as represented by stock-selling corporations, motor-car manufacturers, gasoline distributors, cigarette and tobacco blenders and so on, intends to encroach

finally upon our lives to the utter exclusion of every other phase of human interest and pleasure.

To a man of average equipment and culture, who has traveled about the world and lived under other skies, there is something decidedly ominous in the arrogant spirit of modern advertising. It is assumed that the person who resents having publicity thrust upon him in car-load lots is denying, in some obscure, unsportsmanlike fashion, the very principles on which business has been built up.

It is assumed that if a man can command the necessary financial resources, there is nothing in the ethics of modern business to restrain



"Haven't the merchandiser availed himself a little too ruthlessly of modern methods of communication and display?"

him from sending out publicity to every man, woman and child in the United States, recommending, let us say, his patent mouse trap. That this would involve denuding a large part of the earth's surface of trees to make the paper; that this would be quite possibly, three-fourths of it waste labor and time, is of no moment whatever, so long as he is willing to foot the gigantic bill.

There is something wrong with this argument, and I propose, without claiming profound economic knowledge, to show where it is wrong.

The error arises from the modern business man's preoccupation with counters and from this country's apparently inexhaustible mineral wealth. It arises from the small-caliber business man's failure to see that when goods are consumed they have to be written off, no matter what marks are in his ledger. He tends to imagine that because the dollar he paid for gasoline is in the gas-station till, the gasoline itself continues to exist. It does not. To an infinitesimal degree the total wealth of the country has been depleted by so many gallons of fuel. It makes no difference whether he burnt it on a joy-ride or in racing to the hospital with a sick child.

Going on Every Day

THIS is merely a familiar and easily understood example of what is going on twenty-four hours a day, every day in the year in every department of life in America. Merely to allude to it in the company of those gentlemen who frequent luncheon clubs is to court grave disapproval.

Men in high places, however, from time to time give vent to an expression of foreboding, and hint that there is something wrong, not only with the small-caliber business man's philosophy but with business itself. From their lofty vantage points at the head of vast organizations, they can see further than those down below. Even they, one must admit, are circumspect, and camouflage their criticism with vague phrases like "depression" and "saturated markets" and so on.

To allude to the 20,000,000 gallons of gasoline burned per day in the United States, and to say in so many words that a large part of this is simply wicked thoughtless waste by people who ought to know better, would be crude and provocative of thought. And certainly no financier would ever be so insane as to mention the waste of newsprint and the destruction of the forests. He would have every newspaper publisher in the country demanding his head on a charger.

This, of course, is the most spectacular instance of collective lack of thought. It assaults the eye, as I have described, in every post-office with box delivery. It impresses itself on the mind as one crosses a park, when the wind sends the far-flung sheets of abandoned newspapers hurtling across the sward.

It confronts one in the subway, where the shining tracks rise above dense layers of millions of torn boxes and cartons and envelopes. It is a portent in the home, as

the morning paper (thirty pages), the evening paper (thirty-eight pages), and the Sunday paper (one hundred and six pages) accumulate in the cellar. Of those five hundred and fourteen pages per week we may suppose a score are read, another fifty are glanced at; the remainder is flung away. Truly we set our merchandisers an abominable example of thrift.

But it is in the higher, ostensibly altruistic forms of business that we find all sense of proportion gone glimmering, and waste of our resources reaches its peak. I refer to the organizations devoted to some particular form

heavily embossed and is always folded so that three-fourths of it is blatantly wasted.

Elaborate reports are printed on glossy paper and bound in expensive covers. Dinners, with a senator or ex-ambassador in the chair, with the Minister from Herzegovina as the guest of honor, are arranged, with invitation cards done in gold.

And in the meanwhile the mountaineers of Herzegovina continue to shoot each other from their craggy strongholds, and remain entirely oblivious of their impending doom, when the typewriter and the adding machine will drown the sounds of the machine gun.

Many business men will dispute the truth of this picture. I could give chapter and verse if I liked to be spiteful. I can produce a business man, who knows exactly what he is talking about, who will show that of every dollar given to a certain organization the ultimate beneficiary receives something less than fifteen cents, the other eighty-five going in "overhead," stationery, salary of staff, purchase of mailing lists and an elaborate propaganda that swamps the ordinary citizen until he becomes callous and drops the whole mess in the waste-paper basket.

I Haven't Any Remedy

IT WOULD be a mistake to imagine that in writing this article, and so blackening some more paper, I have any remedy to propose for this state of affairs. I do not feel justified in expecting to bring about much change of opinion. I shall be more than satisfied if I succeed in persuading a few men of affairs that

the problem exists. To a man of any imagination at all, the waste of material wealth in America is staggering. It takes on, as the years go by, the semblance of a physical disaster which nothing can possibly check or diminish.

Statesmen and men in high places see plainly enough that this orgy of consumption is one of the underlying causes of near and distant unrest. But they hesitate to make their conclusions the basis of a policy. Even the Chief Executive can scarcely dare to affront the small-caliber business man's conception of prosperity.

As for me, I am not likely to rush in where such angels fear to tread. I have my own private nightmare. I have had a

vision of great forests smeared with printer's ink; of the woods that, as Ruskin says, cover the earth like the mantle of God, pulped into wastage and unsightly lumber.

Yet I hesitate to raise even this faint cry of protest, because I can see disaster in my own success. I shall be haunted, as time goes, by the specter of yet another department at Washington, disseminating propaganda to save the forests; and using up a forest or two to make the paper upon which to print the propaganda!

WILLIAM McFEE, writer of sea stories, ought to become a regular reader of this magazine, we thought one day—and so we sent him a folder and a letter telling about NATION'S BUSINESS.

He wrote back complaining that half his mail was "sheer claptrap"; that the waste of paper was one of the significant features of life in America.

"Why don't you write us an article on the situation?" we asked him. Mr. McFee pleads for conservation. He says we waste forests to make sales. But we do it only because sales can be made profitably that way.

Mr. McFee has written a thoroughly readable piece; we are pleased with it. But we can't help reminding him that, like the rest of us, he, too, earns his bread and butter smearing the forests with ink.—The Editor

of propaganda. To avoid unpleasantness it will be better to invent such an enterprise.

It is frequently the amusement of business men who have made a fortune to make an attempt to rectify or ameliorate the ills of the world. We can suppose the cause is the establishment of a business college for the mountaineers of Herzegovina. There is a paid secretary and staff, an office on Fifth Avenue, if possible, and a publicity expert to organize the campaign of propaganda and the enrollment of members.

Now it is a very singular thing that to interest the American public in the education of the mountaineers of Herzegovina it is necessary to use the costliest stationery and the most elaborate filing systems known to man. The paper is



"I have my own private nightmare"

Dozens of Jobs for One Smiling Man

With the Senate, House and 450,000 Residents of Washington Among His Immediate Bosses, He Manages a Big Business for the Government and Still Enjoys Life

By FREDERICK BECKMANN

ONE MAN with six dozen assorted jobs, plain and fancy; 450,000 bosses, beginning with the President of the United States and ranging downward through the Cabinet, ninety-six Senators and however many Members of Congress the law provides, and all residents of the District of Columbia, temporary or permanent, when they feel the urge to do a little bossing.

This one human being is held responsible for the bobbing of the White House hedges and the condition of all the bronze horses and their riders sentenced perpetually to maintain strained and unusual postures—man and beast—at the street intersections of Washington.

When one of his 450,000 bosses thinks a park policeman blows his whistle in an unpleasant way he calls up the man of many jobs, day or night, in his office or at his home, and gives him a telephone lesson on the training of traffic cops. And when the Government decides to bridge the Potomac with a 15-million-dollar memorial connecting Washington and Arlington, the same man is ordered to provide plans, acquire land for the approaches, let the contracts and be responsible for the spending of the money.

Turns Swamps Into Parks

IT'S ONE of his duties to pump sand out of the Potomac and turn swampy flats into parks; to see to the buying of a million dollars' worth of real estate a year, and to provide janitor service for government offices housing 35,000 clerks. He's the garageman in charge of co-ordinating the operation of 200 motor cars, he controls and directs twenty baseball diamonds, forty-seven tennis courts, four golf courses, bathing beaches, polo fields, football fields—all the way to fourteen croquet courts.

In his spare time, he must hold himself ready to slip nimbly into a full-dress uniform and act as military aide to the President and personal escort on formal official functions; to take charge of arrangements for diplomatic social and military functions at the White House, and to represent the President in formal courtesies to diplomats and other for-

eign officials. Also to decide whether the assistant military attaché of Ruritania shall precede the second secretary of the Zabiskotzick Free State Legation at a garden party. It is only lately that he has been relieved from the active social duties as aide; not practical to spend the summer traveling with the President and at the same time act as a construction contractor in Washington.

Never Says He's Too Busy

THOSE are some of the official, everyday responsibilities this man meets and has been meeting for the last few years, barring the time he was engaged in warfare in France.

All of which is interesting and, perhaps, important, but the sensational feature is that he directs these activities to the general satisfaction of a large majority of those who from time to time think they are concerned; that he has never been heard to say, "I'm too busy," and that he meets all criticisms and fault findings, personal and private, public and official, without permitting himself the luxury of losing his temper or having the man, woman or child, board or organization doing the complaining go away peeved. He even smiles.

His motto is:

"They shall not get my goat."

Those who know him best say there isn't a chance of anything or anybody "getting his goat," never having permitted that animal to be numbered among his possessions.

So far this has some of the earmarks of a nominating speech at a political convention with the delegates and the galleries writing in a demand to "Name him! Name him!"

Sherrill is his name—Col. C. O. Sherrill, Corps of Engineers, United States Army, operating under the official title of Director of Public Buildings and Public Parks of the National Capital.

Why not have said so right at the start? Only because there was a feeling that the

reader might be prejudiced on learning that his first name was Clarence. Unjustly and wholly without reason there is in these United States a tendency toward preconceived judgment of a man who happens to have been christened Clarence. The name to indicate the type in the case of Sherrill should have been William, Michael, John or James. The practical and very direct way he has of meeting problems and finishing jobs convinces one of that—Bill, Mike, Jack or Jim.

Clarence! Might as well have called James J. Hill Clarence.

This man Sherrill started early to avoid the easy life. West Point was the school he selected, and after graduating second man in a class of seventy-two, he set out for the Philippines. Twenty-four years elapse, with just one job after another including the command of a regiment of engineers in France and service as division chief of staff.

Directs \$7,000,000 Budget

AND here he is today a combination soldier, real-estate man, building operator, constructing engineer, welfare director, florist, expert accountant, architect, city manager, chief of police, plumber, janitor and director of the annual expenditure of a seven-million-dollar budget, all with the rank, pay and allowances of one lieutenant-colonel in the United States army.

Every business man is willing to grant

PHOTO BY
THURER,
WASHINGTON

Col. C. O. Sherrill, director of public buildings and public parks of the nation's capital, has dozens of jobs ranging all the way from constructing engineer to welfare director—and yet is never too busy to smile





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without argument that the Government knows nothing about practical business methods and that it always suffers when it goes into any venture of a commercial nature. In this case, however, it must be admitted that the United States does seem to know something about hiring exceptional executive service and paying only a fraction of the current price.

Looks After 57 Structures

COLONEL SHERRILL has under his charge fifty-seven structures of 7½ million square feet of floor space—an area corresponding to that of a dozen 25-story office buildings. An important difference is that some of these Washington buildings, such as the State, War and Navy, the Land Office and the Pension Office, were going concerns long before the colonel knew there was anything in the world beyond the limits of Greensboro, North Carolina, his native city.

He is responsible for the daily cleaning of these structures, for repairs and maintenance. And, what is far more complex, he is the court of last resort if some general or admiral or commissioner is not happy in the office allotted to him and insists on having the cheerful, east-front chamber down the hall, now occupied by some tried-and-true comrade in desk work.

That's a delicate situation—very delicate—and not at all unusual. In civil life the manager of the building simply calls attention to terms of the lease and continues with his go'f story. The Government's tenants have no leases; it's up to Sherrill and still he lives, vigorously, and smiles.

The resident of Washington has no vote unless he goes to the polls in his own state. A population of 450,000 with a large proportion holding political jobs and deeply interested in politics, but not permitted to exercise interest by means of the ballot! One consequence of this suppression is that they



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The Lincoln Memorial at Washington, built at a cost of \$3,000,000, one of the big monumental projects for which Colonel Sherrill acted as executive and disbursing officer

leap at any chance to play politics academically in the civil life of the District of Columbia. It's a place of associations and organizations, public meetings and resolutions, denouncing, viewing with alarm and, once in a while, commending.

Sherrill's office is rarely overlooked in the distribution, but he has long ceased even to hold his breath while under one of these Washington resolution barrages. He tries hard to please, but the law in the case is what controls his action.

Bathing beaches were provided in the Potomac Tidal Basin, one for the white and one for the negro population, and their operation, naturally, was placed under Colonel Sherrill. Some of the people of the District of Columbia objected to the color line, urging that both bathing places be open to all, re-

gardless of race. The controversy came before Congress with the result that both beaches were ordered closed and dismantled. Now nobody swims, which is not according to the plans of the objectors.

Bricks in the form of public statements, resolutions and threats, began to fly with Sherrill the target; his official position always places him in bold silhouette on the horizon in these public controversies.

What the Law Says Goes

"THERE'S the law—close the bathing beaches and dismantle them," is his only answer. "They are closed and will be dismantled. That's as far as my duty in the matter goes." And smiles.

The Ku Klux Klan wants to parade and the District Commissioners give permission to use the streets. Someone sees a chance for a nasty political mess. What about the parkways on the route? Here Sherrill's authority governs. The law permits the parade and meeting so long as there are no masks and no political speeches. More bricks. "That's the law," says Sherrill, "and that's as far as I go into the subject."

Here comes an agitated little old lady who will see either Colonel Sherrill or President Coolidge; no one else will do and she is willing to give Sherrill the first chance. She wants to know there and then and in plain English whether she has the right to hold a Bible-class picnic in Rock Creek Park a week from the coming Wednesday and if not, why not. She has the right, says Sherrill, and he hopes they will have a fine day. Will there be a large crowd? The park employees will want to designate the best place and make necessary arrangements.

"About eight," says the head of the Bible class and then hurries home to tell the rest of the boarders about her influence with the Director of Public Buildings and Public Parks

of the National Capital, what she told him and how he agreed to everything she demanded. Everybody satisfied. As for Sherrill, before she was quite out of the room he was into the subject of new elevators for the Washington Monument.

It was just twenty years after Sherrill was graduated from the Military Academy that President Harding selected him as his chief Military Aide. He had been engaged in engineering work in Mobile harbor and had been in charge of the Engineer District of the lower Mississippi, from Vicksburg south.

Then to the Philippines and a quick shift to Panama for two years in charge of fortification construction in the Canal Zone.

In 1917 he became engineer in charge of the work about Boston, organized an engineer regiment and took it to the front. On his return he was assigned to the office of the Chief of Engineers and took charge of the design and construction of all the Army's fortification work. Here President Harding found him.

Takes His Duties Seriously

THE Military Aide of the Chief Executive had always been in charge of buildings and grounds, but in some instances this was little more than a formality.

Sherrill performed his duties as an aide, but he also took seriously those involving the care of public buildings in Washington. In fact, he took them so much to heart that it attracted the attention of senators and representatives whose committees dealt with those subjects.

When the Grant Memorial was erected at a cost of \$250,000, Sherrill was appointed executive and disbursing officer for the Commission. Being executive and disbursing officer means doing all the actual work except the excavating and laying of bricks. Then came the Lincoln Memorial. It cost \$3,000,000, and Sherrill was again executive and disbursing officer.

The Arlington Memorial Bridge, estimated cost 15 million dollars, is the latest of the great monuments to be authorized, and Sherrill's work on the other two projects

proved so satisfactory that he again became the executive and disbursing officer.

Last February a law was passed consolidating the office of Superintendent of Public Buildings and Grounds, which was the old job of the President's Aide, with the general office that had charge of practically all of the public buildings in Washington, and was then known as the Superintendent's Office, State, War and Navy Departments. The two have grown into one that is now known as the Office of Public Buildings and Public Parks of the National Capital, with a Director and his name is Sherrill.

Senator Smoot, who does a great part of the Treasury watchdogging in the Senate, is to a degree responsible for this full and growing use of Colonel Sherrill. He saw a business streak in this army officer and Mr. Smoot is not the man to waste valuable qualities.

After the rent problem for the public offices—there are not enough permanent buildings to provide quarters for all of the clerks—after that, rent problems came under the Smoot and Sherrill regime, and a saving of \$600,000 per year was made for the Government in three years' study.

On account of this record for efficiency, the Bureau of the Budget has in the last four years constantly been adding government buildings to Colonel Sherrill's office and ultimately all of the structures under the executive departments will be placed there.

From the beginning Sherrill used business methods in conducting his office, with a real cost system and a budget that governed. He knows the price of lawn trimming and tree pruning and the cost of heating Temporary Building No. 14 as compared with No. 33, same specifications; and insists on knowing the reason for the difference. He acts exactly as if it were his own money he was spending and, in these days, that line of conduct is very popular with the Administration. Asked how the Public Building Commissioner was able to save that \$600,000 in rents in one year, he explained it in this way:

"In considering space requirements the Public Building Commissioner must be gov-

erned by the necessity of the case and also by the importance of the activity concerned. We can't simply use an arbitrary rule. That brings in a personal or human element, and right there is when we are fortunate in having as chairman a man of the firm and fearless character of Senator Smoot. When he decides you're right he'll back you up all the way and gradually the situation has come to be accepted. Waste has simply grown unfashionable." Showing that the Colonel is also something of a humorist.

Always Liked to Organize

HE MIGHT have added that organization has been his lifetime vocation and that he has selected the strongest men available as assistants and subordinates.

An old-time Washingtonian was talking about this Engineer Colonel of varied activities:

"Sherrill is a fine man and a very able man," he said, "but I'm afraid he's ambitious. You can tell the way he works."

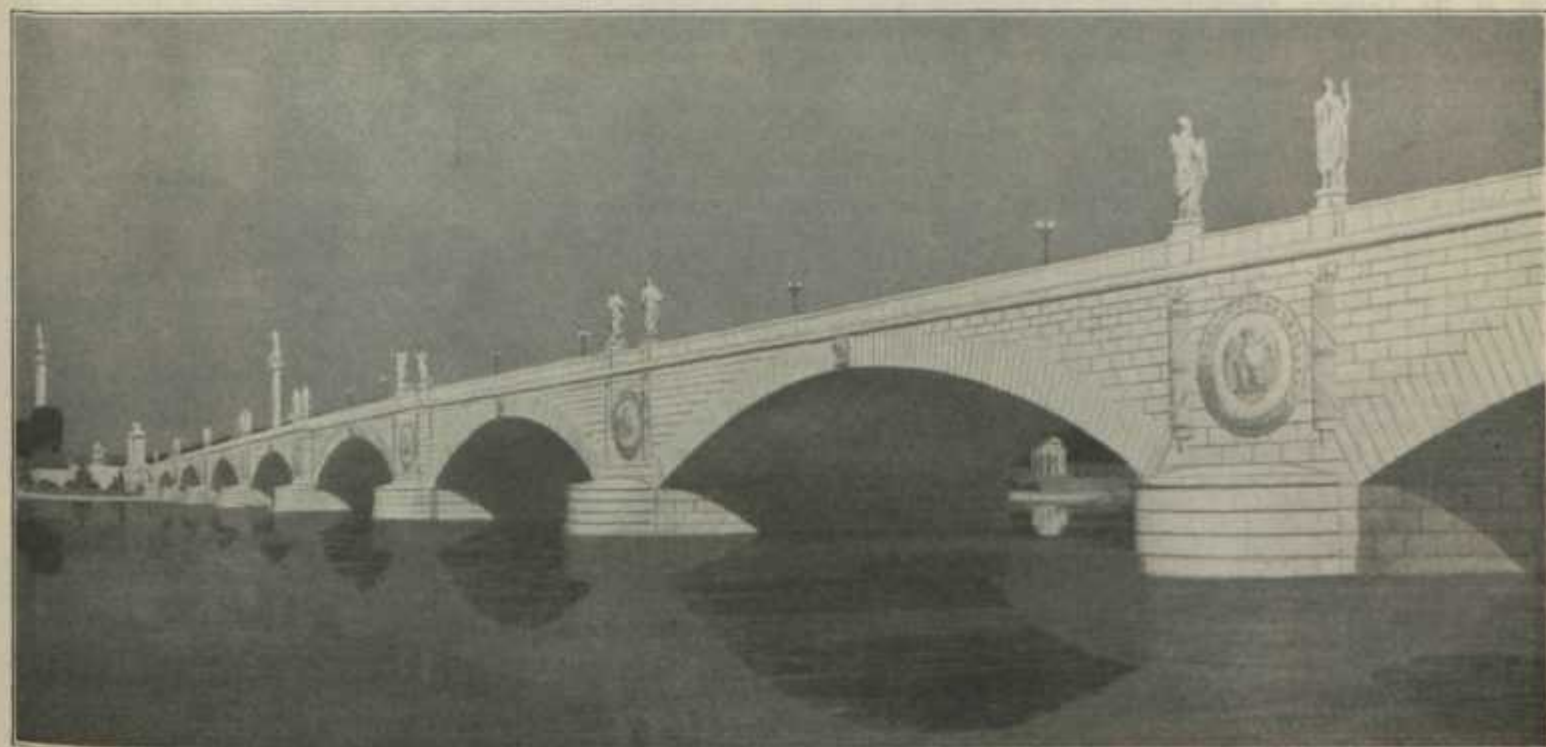
"Ambitious? Is it considered reprehensible for a government official to show ambition? What is the specific nature of his aspirations?"

"Confidentially, I think he hopes some day to be a brigadier."

The old resident's objection to Colonel Sherrill primarily was not that he hoped for advancement, but that he was going to gain it through work.

As everyone knows, Major Charles Pierre L'Enfant was a French engineer who laid out the first comprehensive plan for the city of Washington. Even the dreamers of the Washington-Jefferson days did not expect to see it carried into reality. But whenever the authorities have deviated from L'Enfant's basic idea to any great degree the result has been detrimental. The French engineer a hundred and thirty-five years ago proved that he knew best what this country would require of Washington as its capital.

Today it is Colonel Sherrill who, in his official capacity, is carrying out the plans of L'Enfant, and it happens that he is a lineal descendant of that French engineer.



Fifteen million dollars has been appropriated by Congress to construct the Arlington Memorial Bridge across the Potomac River from Washington to Arlington, Virginia. Ten years will be required to complete the work. The responsibility for the finished bridge lies in the hands of Colonel Sherrill.

Why They Cheered—"He Built Seattle"

ALL OF the business bodies of Seattle who could crowd into the banquet hall were there. The public dedication of a splendid new building. Flowers, music, speeches, a roll-call of past presidents of the Seattle Chamber, each receiving spirited applause as he was introduced to his fellow Citizens. A great community rejoicing in the completion of another evidence of its commercial importance and its public spirit. I was on a tour of the Pacific Coast and happened to be among the guests.

The chairman proceeded down the list.

"Judge Thomas Burke!"

A small man, elderly, not conspicuous—I had not noticed him in his seat at the head of the table—arose, bowed gravely, and started to sit down. The applause became a demonstration and the demonstration a riot of hand-clapping and cheering. The little man seemed surprised, turned helplessly to his neighbors and sank in his chair. The crowd stood—some on the chairs—and roared its tribute to the man who in his embarrassment, looked straight ahead as if to avoid the eyes of those about him.

"What's happening? What about Burke? Did he put up the building?" I asked. "No; he didn't build the building," my neighbor shouted above the racket. "He built Seattle!"

An Unassuming, Quiet Man

AND I had thought that I knew all about Judge Burke. I had met him, an unassuming, quiet man of the manner and dress of the old days, as a director of the United States Chamber of Commerce. Of distinguished service to his community, I knew. I recalled that he had been president of the Associated Chambers of Commerce of the Pacific Coast. I remembered that he is a member of the Carnegie Foundation, and I understood that he held decorations from the Governments of both China and Japan in recognition of what he has done toward the promotion of commerce and of friendship on both sides of the Pacific.

But these facts and other similar distinctions did not account for the warmth of the demonstration—one of the finest I have ever seen given an individual—from Judge Burke's neighbors, friends and associates. Hence I inquired and learned some of the things and the traits that gave the explanation.

Fifty years ago a young schoolteacher-lawyer, native of New York State, arrived in Washington Territory to practice law. Seattle had become a sawmill town, and here Thomas Burke established himself.

A half century passes and Burke has been a leading actor in each phase of the drama that transformed the lumber camp of 1875 into a world port. He has been in the midst of every civic crisis. No undertaking was too big for him to tackle if it was in the interests of his town, and no task was too trivial for him to do if it was something needing to be done.

When the Seattle Chamber of Commerce came into existence it was to bring organized force to bear in the fight to land a contract to carry the mail to Alaska from Puget Sound. Thomas Burke was secretary. Seattle won out at the last moment, because



Judge Thomas Burke. Seattle was a sawmill town when Judge Burke established himself there fifty years ago. He has been a leading factor in each phase of the drama which transformed the lumber camp of 1875 into a world port.

Burke made an all-night horseback ride through the forest to induce the owner of one available boat to turn his craft over to the Post Office Department. He did the night riding while the others did the talking.

In 1886 a mob was taking the Chinese population of Seattle down to the wharf to herd them on board a ship for deportation. Judge Burke made a plea for law and order, and fair play. That didn't help the mob. So with his company of home guards he scattered the lawless gathering, released the Chinese, and they were from then on permitted their business in the community after the outburst was quelled.

Gang Wanted to Hang Him

A WARRANT was sworn out for the arrest of Burke by the leader of the mob; he was told by his friends that the real purpose of the gang was to hang him. His reply was that he had been advocating the observance of law and order and would not evade a properly served warrant.

The governor of the territory declared martial law, taking the situation out of the hands of the civil authorities, and so saved Burke from the anger of those who held him responsible for its failure to drive out the Chinese.

When James J. Hill planned to extend the St. Paul, Minneapolis & Manitoba to the Pacific Coast as the Great Northern, Judge Burke—his title, by the way, was gained from having served as chief justice of Washington Territorial Supreme Court—showed him that Seattle should be his chief

terminal. Hill had had in mind another point on Puget Sound as his terminus, but Burke so well typified the civic and fighting spirit of Seattle that Hill proposed that he represent the Great Northern. He accepted with the definite stipulation that he should never undertake anything at the instance of the railroad which he himself construed to be in conflict with the best interests of his home city.

When, some years later, the Great Northern sought to obtain extensive areas for permanent freight and passenger terminals in the southern part of the city, the negotiations were placed in Burke's hands. He went to every individual property owner and appealed to each to dispose of his holdings—it was chiefly tide-flat property—at prices that would show an attitude of encouragement to the Great Northern. No hold-ups. He obtained options on all except one of the tracts required, at prices in which the good of the community had been considered. This one piece of property was owned by interests that insisted on what Burke considered a "sand-bag" valuation. He refused.

The Way He Handled Hill

THE OWNERS of this piece of property went to Hill, whom they knew. They showed that it was the only remaining tract necessary and insisted that they should get their price. Hill agreed to recommend it and wired Burke suggesting that the deal be closed in order that the work proceed. Just time enough elapsed for the exchange of messages between St. Paul and Seattle when Hill received something like this:

"If you pay your friends more for the same kind of property than I am allowed to pay my friends and neighbors, whom I have persuaded to sell to you at less than some of them consider their property worth but in order to encourage these railroad improvements, you have my resignation."

Mr. Hill called in the hold-out property owner, showed him the telegram and said the matter was entirely in Burke's hands. The land was purchased on the same terms as the balance of that on which stand the present Great Northern passenger and local freight terminals in Seattle.

Those and other similar stories explained the whole-hearted tribute paid to Judge Thomas Burke by his fellow townsmen. It was an unscheduled incident of the dedication of the new Chamber of Commerce home.

Here is how Judge Burke's neighbors expressed it in a resolution of the Chamber of Commerce:

"Through every struggle, through every crisis, through every victory, Judge Burke has retained the wonderfully pleasing personality and fine and gracious courtesy which have made him admired and respected of all men, and won for him the richly deserved and spontaneously bestowed title of 'Seattle's Foremost and Best Beloved Citizen.'"

It was a public expression of valuation of a man who has put in fifty years of work for his home town, who never dodged an issue, never trimmed, never asked, "What am I going to get out of it?" That is an enviable record.

M.T.

Let's Cost Account Our Fires

By RAYMOND C. WILLOUGHBY

FIRE PREVENTION has been "unfinished business" for the American people ever since flames from the O'Leary cowshed spread to 17,000 other buildings in Chicago, took a toll of more than 250 lives, and cost the city \$196,000,000 in property damage. A great part of Chicago burned. There were brave deeds, stark tragedies, and tremendous spectacles.

That great fire is now commemorated with the observance of a national fire-prevention week, proclaimed throughout the land by the President and by governors for the week of October 9. Old-timers in the business world used to fix the dates of other events by "the great Chicago fire."

But a good many Chicagos have burned since that fateful October night in 1871, and the business men of this day have advanced beyond the comfortable belief that losses from fire concern only the insurance companies.

Business buildings burn, and the burning is obvious to all who can see. But beyond the physical destruction is a kind of spiritual disintegration not so easily visible. Fire accomplishes the dissolution of precious "intangibles"—the motive forces that keep business going—good-will, management, organization, team work.

Other Losses

FIRE diverts customers to competitors; it checks the productive course of management; it nullifies the money, time and effort spent in building up trade; it scatters trained workers to other plants or to other cities; it blots out vital records of secret processes leaving memory as the only guide.

That picture of business losses is somber and depressing. But it need not remain so. It can be made brighter and more cheerful. The means are not far to seek. Trade associations can provide a remedy if they will organize special committees to study the fire hazards peculiar to their businesses and their industries, and how to prevent fires arising from those hazards.

The committee should be able to

make recommendations with regard to the safety of manufacturing processes, the storage of materials, and the actual construction or renovation of buildings. And every employer should arrange for some competent person in his organization to make regular reports on the fire-prevention aspects of his processes and buildings. For no matter how safe he may believe his own property, nearby buildings may be continual sources of danger. He should avail himself of information already in possession of underwriting organizations.

Every business man knows that part of his taxes go for the upkeep of fire departments. Common prudence should direct him to a realization that he is dependent for protection on the local fire-fighting equipment and the local water pressure.

He should understand that the standards of fire protection in his community will be no higher than the composite requirements of its individual members, for the community

is only the sum of its active parts. If he would make common cause against the common enemy, he should support the fire-prevention campaigns of the business men organized to fight his battles.

Chambers of commerce, trade associations, municipalities, schools, and other civic and commercial groups, moved by men who are mindful of the far-reaching effects of disastrous fires, are trying to awaken all citizens to the importance of fire prevention for the individual and for the community. And fire-insurance companies have been pioneers in fire prevention, and the chief supports of its organized expressions. They maintain the Underwriters' Laboratories, a non-profit organization for testing fire-fighting appliances and fire-resistive materials and equipment. They suggest types and methods of construction that will safeguard life and property. They investigate suspicious fires, help to clear up arson cases, and provide patrols and salvage corps to protect merchandise from water damage during fires. These

evangelists are preaching the doctrine that the best protection against fire is to prevent fire. They point to the stupendous sacrifice of lives and property to fire. They are fortified with impressive facts and figures. They are asking the nation to consider the items in its account with fire, and refuse to pay the exorbitant bill any longer.

15,000 Killed

THE record shows that nearly 15,000 persons were burned to death last year, and more than 16,000 were injured by fire. Of these persons, 80 per cent were dependents—mothers, children, and inmates of state institutions.

With a total of \$548,810,639, the property loss was the highest ever recorded for the nation—an average of \$1,503,500 a day, or \$1,044 for each minute of the year. That property loss of more than half a billion is more than three times the amount of the Chicago fire loss, and more than any other country has ever endured in one year. Ten years before, the loss was \$221,437,000—



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Twelve persons were burned to death and 29 injured in this New York tenement fire. Last year alone, nearly 15,000 persons in this country were burned to death and more than 16,000 were injured by fire. And property damage amounted to more than a million and a half dollars a day.

a figure indicating that the United States is now burning more than \$2 where it once burned only one. What will the loss be ten years hence, in 1934?

Fire departments and water supplies are maintained at a cost of another half-billion dollars a year, so that a billion dollars is paid every year to keep fires down and out. If that billion dollars of tribute money were piled up on one side of a road to be paid one dollar at a time on the other side of the road, and if one man began the job, carrying a dollar across the road every minute day and night, the payment would require twenty-seven generations of men, each man living to the age of 70, which means that if the work had been begun twenty-two years after the birth of Christ, it would have been completed just last year. But fire collects a billion dollars from the American people in one year.

That towering pile of dollars would pay for nearly three Panama canals, would pay the salaries of all the teachers and school superintendents in the United States for a year and a half, or would keep the postal service going for nearly two years. Economy and patriotism would be well served could the American people declare "Millions for fire prevention, but not one cent for tribute."

Fire hazards are increased by the growth of cities with their "high value" districts, and by the congestion of population in small areas. And Americans, it seems, cling fondly to nondescript odds and ends; they amass junk, and excel in clutter—all to the glory of fire and to the jeopardy of their own lives and properties. Orderly housekeeping in the home and in business is a first principle in preventing fire.

Europe Has Better Record

EUROPE has a much better fire record than the United States. Her average per capita loss is about one-eleventh of the per capita loss in this country. That impressive difference may be explained in part by the personal liability laws in effect in some European countries, which hold property owners responsible for loss or damage resulting from their carelessness, and also by the high standards of construction and inspection,

Some hazards are consequential to the rapidity of commercial expansion, and to the development of new industrial processes—buildings have been put to uses for which they never were designed. Other buildings are so flimsy that they stand only as unlighted torches waiting for a stray spark or the touch of the "fire bug" to set off a conflagration.

Inflammable oils and chemicals are at the bottom of a good many fires, and electricity is as quick to sear as to serve business. Incendiarism has flared up in the best of buildings and communities.

But the greatest hazard of all is indifference to the danger of fire—the apathy that looks cold-eyed on the old offenders as the charges are read off by the actuaries—"matches, smoking," \$29,045,007; "defective chimneys and flues," \$20,828,162; "stoves, furnaces, boilers," \$18,658,248; "sparks on roofs," \$15,931,342; "electricity," \$14,091,789 . . . and so on.

Most Fires Are Preventable

MORE than 60 per cent of fires occur in homes—a fire every four minutes, and every day fire takes toll of five schools, five churches, fifteen hotels, one hospital, four warehouses, six department stores, and ninety-six farm buildings. Men who profess to know say that 75 to 90 per cent of fires are preventable.

But the interest that is satisfied with knowing that "it's not my home, my children's school, my church, or my place of business" is not likely to advance the cause of fire prevention. The significance of fire is dulled with its frequency. The elements of the spectacle are all too familiar—the ominous strokes of the fire alarm—the orderly haste in the company houses—the shrill wail of the sirens demanding the right of way—the clang of the hurrying engines and trucks—the colorful sight of firemen on their way to work.

A crowd collects, but not to read the lesson of the fire. It comes to make holiday of the im-

prompt diversion provided without charge. But fire offers no free entertainment, and it rings up the "paid out" sign on the national cash register every time a fire alarm tells of flame and smoke. And the payment is not protested because insurance companies are ready to make up the loss.

Makes Cost of Living High

IN POPULAR understanding insurance companies are regarded as bottomless reservoirs of private means for use at any need, with no relation to the public purse. Never was there a more complete fallacy. For insurance companies are only collectors and distributors of loss values. They pay the losses as they occur, providing for the reestablishment of business, but they collect all such amounts in premiums which include their costs of doing business. They scale their premiums in proportion to the fire losses—the lower the losses, the lower the premiums.

Fire-insurance premiums must be added to other items in the cost of operating any business or industry. These charges are all paid ultimately by consumers of goods or services. Manufactured products—bread, clothing, books, machinery—all have in their cost a part of the fire loss of the United States. Fire insurance is a part of the business "overhead." It helps to keep high the high cost of living in America. The conclusion is inescapable that the public pays the losses from fire.

Money in premiums is constantly paid into a fund held by the insurance companies for the specific purpose of indemnifying the owners of property insured against fire. The amounts of the indemnities reduce the funds



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Searching for the bodies of nine persons burned to death in Curran Hall, Chicago. Left: Destroyed buildings of the Massachusetts State Normal School, a million-dollar fire. Taxes, essential, we truen upon. Fire losses, preventable, we seem to look upon with indifference.

available for use in commerce and industry. If there were no fires, and no possibility of them, there would be no premiums, and the money they require would be used to make the people of the world richer in the world's goods. But fire is still a curse on mankind, and so there are insurance companies and fire departments.

In the face of nation-wide fire losses, it is sheer folly to take chances on fire in the hope that the fates will be kind, says the National Association of Credit Men, in recommending adequate insurance against

fire. The Association cites the cases of four prosperous merchants whose places of business were damaged by fires within a period of 48 hours. A tabular view of the four businesses may be presented as follows:

Appraisal Insurance	
1. Merchandise, fixtures, building	\$19,500 \$9,500
2. Merchandise, fixtures	11,400 2,500
3. Merchandise, fixtures, building	14,800 13,000
4. Merchandise, fixtures	17,200 7,000
	\$62,900 \$32,000

An interpretative and enlightening comment relating to the figures for the Association says that:

None of the merchants had ever had a fire before; none wanted a fire; apparently all but one figures that his chances of being visited by fire were small; but three of the merchants are out of business today, their capital gone, and compelled to begin at the bottom. One seeks a



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position; two entertain the hope of getting back into business with the help of friends, but No. 3 immediately rented a vacant store, wired for stock, and opened his door for customers in ten days from the date of the fire.

Fire-resistant construction and materials are, of course, readily available to American business men for home, office, store and factory. But availability of sound engineering practice will do no good unless it is accepted by employers and put to work against fire. They must bear the responsibility for that knowledge.

Qualified engineers have contended for years that there is no such thing in common residential building practice as "fire-proof" construction. The fire-proof quality of some building materials has been so emphasized that the Committee on Building Construction Specifications for Private Residences of the National Fire Protection Association has recommended discontinuance of the term "fire proof."

Even Ice Houses Will Burn

EXPLAINING its action, the Committee says:

This general term has been erroneously applied to buildings and materials of a more or less fire-resistant or incombustible nature. Its indiscriminate use has produced much misunderstanding and has often engendered a feeling of security entirely unwarranted.

That recommendation could apply with equal force to store, office, and industrial buildings, churches, schools, hospitals, and hotels. Every building from the backlot woodshed to the Broadway skyscraper will burn if the exposure to fire is long enough.



Ruins of a recent half-million-dollar church fire in New York. Left: Wooden-stair deathtrap in a Boston private hospital. Little fires become big fires when they find buildings that are highways for flame.

Even water works and ice houses catch fire. Although materials used for building may be incombustible, the structure itself may not be "fire proof" or fire safe. The design and protective features of construction are of paramount importance. Foresight in plan and equipment will safeguard life and property from fire.

Industrial fires have many causes, but little fires become big fires only when they find buildings that are highways for flame. Some buildings are flues ready to accomplish their own destruction. But fire does not get along so fast in a series of fire-tight compartments, protected with fire-resistant walls and sealed with automatic doors at passage ways. And fire feeds on drafts in shafts.

The Noblest Fireman of All

PROTECTIVE enclosures for stairways, hoistways, dumb waiters, belt and pipe openings are good business. But really to dampen the spirits of fire an effective sprinkler system is a first essential. To make that assurance doubly sure, portable extinguishers, and buckets of sand and of water, should be at hand ready for that "first five minutes" when first aid will prevent the biggest fire.

The first lesson in fire prevention should teach that unclean premises and fire hazards are close associates—piles of loose litter and scattered packing materials invite trouble. A stiff broom is a remarkably fine fire preventive—perhaps the noblest fireman of them all.

Men will be men, and that brings up the problem of smoking. For safety's sake, if for no other, smoking rooms should be provided. There's a useful fire-prevention text in that slogan, "A match may be down, but it's not always out."

Night fires in industrial plants are less likely to get going when an alert watchman is on the job, and to be on the job he should be active and intelligent—too many plants have burned out because alarms were not promptly turned in. Next to making a build-

ing safe to work in is making it safe to leave. Fire that never touched the bodies of its victims has caused death by asphyxiation because there were no smoke-proof passages. Stairways are not safe ways if they do not end in clear, level spaces. An escape that is exposed to flames from windows is no escape. It is a death trap.

Taxpayers Pay for Losses

FIRE can be held inside a burning building by "wired glass" long enough to give safe passage down an outside fire escape. An exit is only an exit when it's not blocked or locked—and when the doors open outward. And continual fire drill is the price of discipline.

When a community is stricken with a disastrous fire its wealth is reduced, not in mere dollars, but in things the citizens need for their sustenance, protection, and enjoyment, and things needed for the production of other utilities. Valuable time, labor, and materials are lost to the community, and no amount of money can ever get them back. Every building burned is removed from the tax lists, and the taxes formerly paid on the burned property must be pro-rated over the remaining property. Last year's fire waste will levy a \$15,000,000 tax on property this year. Fire departments are growing bigger, and their apparatus is becoming more expensive—also circumstances that alter taxes.

A big fire is a mighty bad business for an industrial city. Not always does it go so far that "A fire in this plant will throw every man out of work," as one factory owner warned his men, but when it does, it cuts off payrolls, causes withdrawal of savings and building-association payments, keeps thousands idle, checks rent payments, reduces church contributions, and stops expenditures for amusements. Business men know that what's good for their city is good for them. If every one of them would require a high standard of "housekeeping" in his business establishments, with adequate protective and preventive measures, fires would be fewer and smaller. The community aspects of fire-

fighting are comparatively modern. Ancient Rome had a department directed by Flaccus Curtius. Mr. Curtius responded in person to all alarms. Taking up a strategic position in front of a burning building he would then barter with the owner over the price of extinguishment—the longer the fire burned, the harder to put it out and, consequently, the higher the price. But when business was dull, Mr. Curtius would quicken it with a fire of his own kindling. That breach of trust was his undoing, and he was supplanted with a volunteer department of about 12,000 members.

London insurance companies established their own departments, and put name plates on buildings insured with them, so that their firemen might know the properties to be saved. When an alarm was sounded, the firemen hurried to the fire, but if the name plate on the burning building was not one of their company, they would go back to their headquarters and call it a day. The citizens saw that fire-fighting should be a municipal responsibility, and they provided for firemen to fight all fires, regardless of the insurance plates on the house fronts.

In those days fire chiefs were merely fire fighters; nowadays the fire chief serves as a community physician, prescribing preventive measures against fire, just as the public-health authorities and the police heads give directions for preventing disease and crime. It is eminently worth while to have a public servant qualified to inspect business premises, and to tell how to reduce their fire hazards.

The business man's interest in the safety of his community should have complete expression in the security of his home. But too often he chooses a house with more regard to the high hats of the neighborhood than to its high hazards.

Even if his house is reasonably protected against fire, his neighborhood theater, his church, his children's school, may not be safe. Children are required to attend school, and their parents are taxed to keep the schools open. But some schools are "traps" in all that the word implies. Business men on boards of education should demand adequate safeguards for the 25,000,000 children who spend five hours a day for 200 days a year in school houses of the United States.

Are School Buildings Safe?

EVEN though a child can walk out of a building, and merchandise cannot, the school should be as safe as the warehouse. "A burned child dreads the fire," says the proverb, but not all the burned children live to dread fire. And object lessons have been frequent enough. A nation that would withhold prevention for a repetition of the horrors of Collinwood or Peabody is not worthy of childhood's trust or faith.

The Committee on Safety to Life of the National Fire Protection Association has found that 90 per cent of the educational institutions of this country are unsafe. To teach fire prevention in a fire trap is to mock.

In the public institutions of the United

States are more than one million sick, aged, blind, crippled, insane and orphaned persons and other unfortunates and defectives. Five hundred and ninety-nine of those institutions burned during 1924, with loss of life and a damage of more than \$10,000 to each of the institutions. The fires were disturbing calamities to command a nation's attention for a day—and then to be forgotten.

Suggestion and counsel in behalf of fire prevention are readily available. An interest in fire prevention signifies an interest in the safety of life and property, in a reduction of insurance premiums and taxes—a concern for the prosperity of the community and of its individual members.

Fire prevention signifies an avoidance of mental and financial distress. It keeps going concerns going. It teaches that fire is a waster of time and of money, and that it gives back nothing of what it takes. It teaches that though the visible waste of fire is local, the invisible waste is a national liability. It teaches that local organizations and local protective measures will prevent local fires, and if there are no local fires there will be no national fire bill. It teaches that no business man, no community has money enough to burn.

The prevention of fire is a humanitarian business, a useful business, a saving business. It is a business to invite the best minds, the warmest hearts. It begins with believing that the only fires that do no damage are the fires that never start.

Go On and Be a Babbitt

GUESS I'll just go ahead and be a Babbitt. Of course I realize I shouldn't. Babbitts, you know, are creatures engaged in the business of making a living. They wear luncheon-club buttons, some of them, and work on Chamber of Commerce committees and have the shocking bad taste to believe in their home towns and in the United States of America.

For a long time I have suspected myself of Babbittish tendencies—except that I didn't call them by that name. Nobody did until Mr. Sinclair Lewis, an able literary man, came along with a handy label. "Babbitt," as Mr. Leech said in the July number of *NATION'S BUSINESS*, is passing into language with a new meaning.

Somehow I had failed to read "Babbitt" when it was a popular best seller, but after reading Mr. Leech's article and the editorial in June *NATION'S BUSINESS* I decided that I must know something more at first hand of this gentleman.

I started in to read "Babbitt" feeling that at the end I might see a great aesthetic light and come out hurling my Rotary button from me and denouncing the Chamber of Commerce and all its works. And here I am, convinced that

"I want to be a Babbitt,
And with the Babbitts stand."

I found that I rather liked that fellow Babbitt. There were a lot of things about him that I didn't like, of course—and it was these things that Mr. Lewis, who has a pretty gift of caricature, thrust forward. Between and behind these traits, though, there are a lot of things about the man that were engaging and some that were downright admirable.

After all, the character of the original Mr. George F. Babbitt is no longer an issue. His name has become merely a convenient tag by

which the scornful intellectual may save his intellect the strain of real examination and analysis of American business and the men who run it. It is so easy, you know, to dismiss the whole thing with a languid word—"Oh, he's just a Babbitt."

It is a curious fact that the American business man has allowed the men who believe, passionately and without discrimination, that the world is all wrong to somehow impose upon him an inferiority complex. He has accepted, meekly and without question, the disagreeable implications in such phrases as "business is business," "money grubbing" and now "Babbitt." Unhappily for a lot of Babbitts, they have tried to conform themselves to the views and wishes of our best little circles of intelligentsia.

The Matter of Bath Tubs

IF THE spirit moves a man to be a Babbitt, let him be one. He will find many a bold and scoffing Bohemian who is less genuinely himself.

He will find, too, that the Babbitts of the world, though they may be neither prophets nor seers, do manage to help make things possible for the average man. Take this matter of bath tubs. Mr. Babbitt is mildly derided by our intellectuals for his simple pride in the American preeminence in that direction. It may be a dreadful thing to be proud of the fact that the average American has a bath tub in his home—but it is very comforting to have the tub.

That we do have them, and the other somewhat standardized conveniences of living, is quite largely due to our great proportion of simple, earnest, commercial-minded Babbitts, who insist on having such things for their own families. Perhaps they shouldn't. Perhaps they should yearn more over those who have not, and should agitate themselves more about the deplorable fundamental errors of

an economic system that makes possible a whole lot of bath tubs.

But in those parts of the world where the largest part of the people are said to be given to worrying over these questions, there seem to be the smallest number of tubs. It's a material sort of a world, after all.

It is not altogether in such material things that the world owes something to its Babbitts, either. I wonder if the Merchant's Club of Boston, which had so much to do with the early organization of the American Revolution, didn't have a very fair number of them in its membership? I have seen it suggested, with considerable authority to support the suggestion, that Colonel George Washington, extensive land owner and real-estate operator of Alexandria, Virginia, would probably have been a member of the Rotary Club of that thriving little city had there been one.

The American Revolution had its roots in the business needs of the Colonies. The Convention that in 1787 produced the Constitution of the United States grew out of a meeting called at Annapolis to consider the commercial difficulties of the States under the Articles of Confederation.

I know that this Constitution is anathema in many circles, but it is a frame of government that in its combination of strength and elasticity has been a world model.

A good many of the men who framed the Constitution would be called Babbitts today. They had the hopelessly commonplace quality of being interested in their own business, even though they did want to make conditions right for all business, including the great business of living.

To that end they dared to be themselves and to do the things that in their own judgment would best carry out those ends, entirely regardless of the disdainful scorn of the intelligentsia of that time. Today's Babbitts should dare no less.—R. S. H.

Rural Uplift Is on the Wane

By HUGH J. HUGHES

Director of Markets of Minnesota

IT IS QUITE apparent that in the press and on the platform there is a marked falling off of interest in the problems that confront the farmer. A study of recent farm legislation, state and national, both that attempted and that put upon the statute books, looks in the same direction.

Observers of the cooperative movement take note of the fact that the semi-religious fervor attending the organization of cotton, tobacco and like sales organizations has measurably died down.

All this is but saying that another fad is nearing its end. This generation can remember the case of the "down-trodden workingman." The workingman still exists, but we have ceased to lose sleep over him. We may recall that the flaying of the trusts was everybody's business twenty years ago. Larger trusts with longer

in order to correct the evils that exist. Usually it is hydra-headed, with leaders many and remedies to suit every taste. And let him who dissents beware: He is a clog on the wheels of progress, a reactionary at the very least!

It is this hue and cry that has been pressing its service upon the farmer. That inter-

esting being was discovered to the public at large during the war. He became a topic of national concern. He was first-page news. He was good for an hour's pulpit oratory. Commercial clubs and women's clubs took him up. And then something happened.

Right when he was the sheik at the matinee the war stopped, the explosive effort of the world to wage globe-circling war and feed itself at one and the same time was followed by collapse of buying power, and the hero of the morning became the chained debtor of the afternoon.

It was all quite like a comedy—to the group



Illustration
by Fred Craft

tentacles than those of old no longer frighten any save the most timorous-souled among us. More recently we have had with us, for the delight of the alarmists, the farmer.

I wish to separate in the mind of the reader the outcries and alarms and dire forebodings relative to the farmer and the farming business from the actual business and social problems of the farmer. Men and women whose avocation in life was and is the discovery of something that is wrong with the world figure rather prominently in each of these movements I have named.

Must Find Something Wrong

I AM NOT calling their sincerity into question. I am only stating the fact that the business of a reformer is reform. He must find something wrong with the world or lose his job. And he must hold his following or else cease to be a leader. Any given problem in human affairs is good for only so much publicity, so much stump oratory, so much pay-as-you-go agitation.

Any such problem lasts only as a political vote-catcher, or as a means to assume leadership of the "oppressed." The mind of the public veers to new issues, the daily press discovers a new vein of reader interest, the political edge of an oft-repeated appeal to the people grows blunt.

So the professional reformers pass on to new fields. Press, platform and politics all welcome the new oppression as a job for new deliverers of the people. These deliverers are very earnest souls whose sense of injustice is keen, and whose slogan is "Let's do something! Let's do something!"

At once a program of reform is launched

of professional aiders, not to the farmer. Here was stark, staring tragedy. Here was a great industry, an industry beloved and honored, hurled down into disaster.

This was "good stuff" for the dailies, "bully news" for the magazines, something to help the fast-waning business of the war-time orator, a new battle-cry for those leaders of the people who seek preferment in political office.

Explains Farmer's Position

AND THAT is not only the truth, but it explains why the farmer has been so actively discussed these four or five years now closing. The war and post-war plight of the clerk or "white-collared" workman, including the teaching profession, was actually much worse than that of the farmer, but these good people had not dramatized themselves and hence were not material for a new crusade of reform.

The essential error of these uplifters of agriculture was and is their ingrained idea that they understand "the farmer." Please note the singular. They persist in talking about "the industry of agriculture." They group together in one body seven million families, thirty million people, more than thirty essential industries, the cotton planter and the potato grower, the wheat farmer and the dairyman—all the other various callings and industries that take root in the soil, quite as though these were all of one need and one mind.

This is loose thinking. But the reformer is not given to involved problems. Life to him is simple, not complex. Reform is simple—the cooperative or law-made panacea will set all things right.

Meanwhile the farmer had been saying little. The backlash of the war hit him hard. He had made money easily during the years of high grain and live-stock prices. He had not invested this money wisely. The

These uplifters of agriculture think that they understand the farmer!

boom in land prices made him a paper fortune. On the basis of that fortune he pledged his future earnings for roads, schools, pedigreed live stock, more land at fabulous prices, new and undreamed of conveniences.

He did not lower his mortgaged indebtedness; he raised it. He did not set up a fund of ready capital to be drawn upon in case of need; he set up new wants, new necessities, new ways of spending the money he assumed would continue to come.

In short, he did just what the rest of us were doing during the same period—lived up to and beyond his income and discounted the future.

Please notice that I have included the seven million farmers of America in this indictment, but from this point on they travel alone, each group, each industry by itself. It is quixotic folly to imagine that we are going to find one common cure for the ills that afflict the many and diverse lines of agriculture.

Yet there are at least three "schools" of farm uplifters, each intent upon its own program.

For Constant Prosperity

THE first of these is the cooperative promoters who tell us that all agriculture needs in order to maintain constant prosperity is control of the sales end of the farming business through commodity sales organizations of producers tied together by contract and controlling a majority of the production of the given commodity.

The second group is that of the financiers.

And the third is the group that would legislate prosperity.

The first group, the cooperative promoters, have gone far. They have swept across the nation within three years, carrying, with all the skill of the old-time evangelist, their message of "freedom" to the farmer. They have stormed legislatures and secured laws legalizing their plans for association, contract sale of crop, punishment for nonperformance of contract, freedom from anti-trust criminal action—all with the avowed purpose of creating farmer-owned trusts with power arbitrarily to control the prices of foodstuffs.

Back of this screen of legal power to associate and act as a marketing unit one after another of the agricultural industries has been organized with varying degrees of success. And a worth-while thing to remember in this connection is that wherever these associations are even tolerably successful they are demanding a hands-off policy on the part of the Government.

The financial group enters the situation with mixed motives. This group includes the farmers who took on extravagant burdens for land purchases, the banks and trust companies that saw nothing sinister in buying land "cheap" and selling land "dear," the implement dealers, automobile dealers, country merchants—all who were part and parcel of that land boom that crashed to earth with the withdrawal of the European market after the war.

Bankruptcy is not a pleasant word. It was and is staring many a bank as well as many a farmer in the face. The general over-extension of credits had not stopped with the farmer. Each business interested in turn was and is involved, and to those concerned—banker, dealer, farmer—financing of obligations became a matter of prime importance.

The effect of a state rural-credits act or

of similar legislation or financing is not to plunge the farmer deeper into debt. Such an act enables him to consolidate his indebtedness, borrow the money on long time from the state or credit association with which to pay off his more pressing obligations, and by reducing his immediately due I. O. U.'s, creates for him a new line of necessary current credit. At the same time the old creditors are able to take up their obligations in turn, and liquify their "frozen" assets to a degree safely above the danger level.

All this is most desirable. What I wish to make clear is the fact that when the business houses, the banks, the financial interests in general take up the matter of farm finance they are saying a much-needed word for the farmer and another word quite as much needed for themselves.

The group that would legislate prosperity

HUGH J. HUGHES, Director of Markets of Minnesota, sees the end in sight of any more serious attempts, either by legislation or otherwise, to help the farmer.

The American farmer, he points out, is the most efficient producer of food in the world. The post-war plight of the "white-collared" workers, including the teaching profession, was actually much worse than that of the farmer—but these people had not dramatized themselves during the war, and were not material for a new crusade of reform.

The farmer is now learning something about finance and something about marketing and legislation, says Mr. Hughes, and is solving his own problems by hard work and common sense.—The Editor

has many adherents of many minds. Every state where agriculture has had a vote in the legislatures of the past six years has been busy with a "rural program." Laws intended to give the farmer protection and service have been passed and put into operation. State departments of agriculture or of markets have been created, money has been freely granted and spent for agricultural and marketing information, for the control of disease and crop pests, for the promotion of better stock and field crops, for roads—for almost anything at all asked for, or thought to be of service to, the farmer.

Some of this legislation has proved decidedly helpful, especially that enabling the farmer to organize his own sales or service organizations. Many of the agricultural laws placed on the statute books of the various states have no doubt been negative in results, and some of them have been positively detrimental to the farmer.

Nothing else could be expected from a hodge-podge of local legislation considered from the "do-something!" standpoint rather than from the standpoint of actual service.

The legislation passed by the states is generally characterized by a sincere and rather intelligent effort to meet a local need. Its prevailing note is that of granting to the farmer the largest possible measure of freedom to work out his own particular problem in his own way. The national legislation sought for and already secured aims at like ends.

The total exemption of the farmer from the workings of the Sherman Anti-Trust Law

is illustrative of the liberality of Congress in such legislation.

So far as the legislative program, whether state or national, has been carried out and put to use by the farmer it has been general in character, and permissive. The one notable exception is North Dakota's state flour mill and state elevator, neither of which has a happy history.

The proposal for a federal export corporation to buy up the surplus crop of the nation, dispose of this surplus and thereby create a home-market price level assumed to be on a parity with the price of other commodities is the most recent of the many ways the farm problem is to be solved. Its supporters number in their ranks some of the best-known agricultural men of the Middle West. But it illustrates well the fact that the farming business is not one, but many. The idea applies especially to grain, possibly to live stock, perhaps in time to certain other products, as butter.

A canvass of the sentiment for or against such a measure shows the cotton belt opposed, the co-operative sales associations opposed, the eastern states opposed, and the strength of the movement in favor centering in the grain belt of the Middle West, but not unanimous, even there.

To Manage Own Affairs

SO, WHOLLY apart from the merits of the proposition, it is plain that all the farmer may reasonably hope for by way of legislation is permission to manage his own affairs under the seal and protection of law. When one group of farmers asks for special assistance, as in the case of the proposed export corporation, it is promptly met by the opposition of other groups, also farmers, who see no need for such assistance—who, in fact, see grave danger of government interference in such legislation. Whatever may be the fate of this proposal when submitted to the next Congress it is likely to mark the end of any serious attempt, either by law or otherwise, to give assistance to the farmer.

And the farmer himself? He has a hard pull of it. And the turn of the road is not yet made. But again we need to be careful. There are prosperous farmers even today. There are farmers who never will be or can be prosperous. There are groups, as that of the live-stock industry, where the future, taking into account a number of years to come, looks tolerably bright, just as there seems to be little place at the prosperity table for the specialized grain grower.

The farmer is not quitting. He is not thinking of quitting. He is slogging along. He will keep right on slogging along for years after his advisers, uplifters and critics have joined the next uplift crusade. The American farmer, together with the Canadian, is already, and long since, the most efficient producer of food in the world. His production per man enables him to set a high standard of American farm living.

When the time comes, and the need, he can lift the production per acre as required. In the meantime he is learning something about finance, and something about the marketing of his own products, and something about legislation. He has not found a cure-all for his ills, social and economic, nor does he expect it. He is solving most of his problems by hard work and applied common sense.

Portrait of a Business Man

NATION'S BUSINESS welcomes on this page two valiant allies in its fight to stiffen the backbone of American business. The accompanying editorial from the Chicago Tribune and the cartoon from the Saturday Evening Post drive home again the point we have made, that American business must learn to fight its own battles.—THE EDITOR

THE Chicago Association of Commerce, being panned for bringing a rodeo exhibition to Chicago, finds nothing unusual in the experience. It is an association of business men, and business men are accustomed to being panned, to being held in contempt or beneath contempt, reviled or pitied, looked down upon or at the best patted patronizingly and smiled upon condescendingly.

The intellectuals know that the business man is an inferior order of human animal, full of bromides and platitudes, whose mental operations are fully contained in "yours received and contents noted." He is a Rotarian, a Babbitt, a 100 per cent American, a go-getter, able to handle dollars—an operation which seems to be attached to hopeless imbecility—but otherwise juvenile.

The intellectuals can find something to respect in proletarian thought. They would have more use for a convention of piano movers than piano makers. A business man's

gathering is rated as something which enables the men to pin red ribbons on themselves, laugh vacuously, call out "Come up to room 410, Bill. We have everything," and try out new golf courses.

If the business man enters politics he is a sinister influence. It is orthodox pink doctrine that no business man could be interested in politics except to try to corrupt government for his own gain. In this he is always Big Business. Then the public should climb telegraph poles or hide out in the brush while the reformers go gunning and bring in the hide for the barn door.

In his family life the business man is an old fogey to his children and a check book to his wife. He is something that fusses when the kids have the cars out all night knocking down the concrete traffic posts, when daughter comes home at three a. m., and when a basket of empties is cleaned out of Reginald's dresser. He is something that eats breakfast by himself to get to the office by 8:30, and makes the servants sore by getting them up.

If he with other business men try to arrange sports for the public they are brutes and the women tell them so. To the dregs they are scoundrels who keep the rum runners and bootleggers busy and prosperous.

If there ever was a human worm viewed from various angles it is the business man in this country. And when he isn't a worm he's a reptile and he can pay his money and take his choice. He has been letting this go on because he is too busy

to defend himself. He has to be busy. He has the whole country resting on his shoulders and if he weakens everybody is miserable. He keeps the country going. He endows the schools which produce the intellectuals. He provides work which buys the shoes, the steaks, the house furniture and the automobile. He builds cities and gives agriculture a market for its produce, just as he gives it the tools of its trade. He is why the farmer is not living on just what he raises and getting his clothes off his own sheep and traveling on his own feet or behind his own horses.

When he gets sick he makes a doctor rich for life and he endows the hospitals and the laboratories and makes it possible for science to keep other people from getting sick. He promotes invention and sends out all the machinery which makes life comfortable and enjoyable. Yes, he commercializes everything and makes it possible for it to exist, even the theater and particularly grand opera. His reward is a mandatory chair in a box and a bill at the jeweler's.

He builds and fills art institutes and libraries. He pays most of the taxes and is roundly cussed out as a tax dodger. He supports charity and is called soulless.

If he were not what he is the people of the country would be taking in each other's washing for a living or trying to sell shoe strings on the curb and they would not have any clothes to wash or any shoe strings to sell.

Nevertheless he will continue to get his whenever he expresses an opinion or lifts a finger. It's probably a good thing it does not worry him much.—From Chicago Tribune.



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The Giant and the Pigmies

Business News Of 350 Years Ago

Letters to the Home Office, Giving a Picture of Commerce and Finance in the Sixteenth Century—The Representative with Bad Territory in Cochín-China—Bankruptcy Reports with a Modern Touch

EXCHANGE, foreign debts, prices, good times in Spain, financial panic in Antwerp, riots in Prague, big failures in Venice, earthquake in Austria, England's and Holland's war for Europe's trade—

All these from a news service of almost four centuries ago. And more—much more—of a kind that the "sensational press" of today would not let come in the side door. The old-timers in their news service believed that anything that happened should be written, and also wrote a great many things that never happened.

Became Rich and Powerful

HANS FUGGER was a village weaver in Germany. His son of the same name also made cloth, but he went to Augsburg to find a larger market. Another generation or two, and the Fugger family were merchants, bankers to royalty—that's where their bad luck began—and had ships and agents spread over the world.

Wealth rolled into the "Golden Counting Room" in Augsburg by the millions and the Fuggers were rich and powerful far beyond the Rothschilds and Rockefellers of our times. Of course, the weaver's family became counts, just as in some countries in our days. Yes, and married royalty—more hard luck, for when royalty needed money it sent for the Fugger boys and then forgot about it.

If it had not been for this associating with emperors and kings and the like, the Fuggers would have owned the best part of Europe besides important holdings in Asia, Africa and America.

To run a business of this magnitude it was necessary to know what was going on all around the world, so the Fugger who was chairman of the board in 1568, 200 years after the first weaver moved to the big city, made arrangements to receive a news service not only from his own agents but also from two citizens of Augsburg who made it their business to collect information. This collection of news-letters was sold by one of the later Counts to the Imperial Library of Austria at an absurdly low figure. It was a practice of the Fugger family to make at least one bad business deal a year with the Hapsburgs.

These interesting documents have now been brought into print by G. P. Putnam's Sons, New York, under the title, "The Fugger News-Letters."

It was Count Philip Edward Fugger who first became a subscriber to the "news service," and while he may have wanted trade information primarily, his correspondents devoted much of their space to scandal, crime and tales incredible, only here and there getting down to business. In these selections it will be the aim to stick to business. Here's a commercial note from Seville, January 21, 1569:

In the past year an Englishman with eight well-equipped ships has sailed from England to Guinea into the sea territory of the King of Portugal. After he had exchanged his wares for one thousand five hundred negroes, he has made his way with them to New Spain.

There was a market for these poor blacks in the New World.

Police methods do not seem to have changed greatly in 350 years. From Antwerp, 1570, comes a report of the city treasurer being short 150,000 guilders. Fourteen sergeants, detailed to guard him, were having a bite of lunch when the



Count Philip Edward Fugger, the collector of the news-letters, from an early engraving

treasurer asked to be excused for a moment. Down the cellar, through a secret door, and the town offers a thousand guilders reward. At the time of going to press, neither the treasurer nor the 150,000 guilders had returned.

At Best a Doubtful Failure

ANTWERP must have been quite a news center. Only a short time after the treasurer's disappearance the reporter sends information about what has the earmarks of a 1925 get-rich-quick scheme, or at best a doubtful failure:

Here the Genoese have arranged a competition at the Exchange; and because of it the two Genoese houses have gone bankrupt this week. The creditors keep of good cheer. It is, however, to be feared that it may be with this as with other bankruptcies. At first there is ever enough on hand, but in the end no one can obtain anything. The Spinola did show their books to the creditors, but would not deliver them, saying their agent in Spain is still in good position. The bankruptcy has put an end to credit among the Genoese. I have never seen such excitement on the exchange as there is regarding this.

One of the alert reporters reaches Cochín-China, whence he sends perfectly true fish stories, but doubts whether they will go down at home:

I have seen many kinds of fish, whereof there would be much to write, especially of those that fly above the sea and have wings. This many will not wish to believe, but I have seen them a thousand times fly as near as the musket will carry. What called forth still greater surprise on my part were other big fishes that are in the ocean and that eat man alive, whereof I have been myself a witness. For when a man fell from our ship into the sea during a strong wind, so that we could not wait for him or come to his rescue in any other fashion, we threw out to him on a rope a wooden block, especially prepared for that purpose, and this he finally managed to grasp and thought he could save himself thereby. But when our crew drew this block with the man toward the ship and had him within half the carrying distance of a musket shot, there appeared from below the surface of the sea a large monster, called Tiburon; it rushed on the man and tore him to pieces before our very eyes. . . .

I shall maintain two establishments, one in Goa and the other here. I have not yet, however, resolved upon which shall fall my choice for remaining definitely. Although Goa is the



An alchemist of the sixteenth century, when pseudo-scientists made people believe baser metals could be transmuted into gold

capital in which the Viceroy of Portugal holds his Court, it is wearisome to journey back and forth every year, as I needs must be present in this our pepper store.

Such a pepper store is a fine business, but it requires great zeal and perseverance. It takes six weeks to receive the pepper from the heathen King of Cochín, who is our friend, and to load it into our ships. After the departure of these ships for Portugal, I and my servants have but little to do. The pepper business is profitable indeed; when the Lord God grants by His mercy that none of the ships take damage either in coming or going, then the merchants wax rich.

And then the correspondent proceeds to tell how bad conditions are in his territory; how times have changed and the good old days of long profits are gone forever. A strong alibi letter and all strangely familiar:

Also, I would tell thee that the five ships from Portugal were sent to our master. Thou shouldst know that from the sale of wine, oil, Dutch cheese, fish, paper and other things, usually the greatest profit is derived; this time no gain at all remains. All this has brought in no more than twelve to fifteen per cent, and on the ready cash brought from Lisbon one makes but a profit of twenty-five per cent. The country is no longer as it was formerly, and apart from this, our Viceroy imposes so many new taxes that all commerce diminishes. If he remains here no good will come of it. I am of the belief, however, that the King of Portugal will send hither another Viceroy when he hears of the doings of this present one. There is no merchandise now that can be sent with profit from here to Portugal.

Financial Troubles in Spain

MORE financial troubles, this time in Spain, October, 1594, with some bullion imports from America:

A Spaniard, Pedro Perez Pardo, has failed for one hundred thousand, some aver one hundred and fifty thousand, ducats. He is said to have drawn large sums on Martin Perez Barron and on Antonio Gallo of Salamanca in promissory notes. They have been informed that they are not to accept the bills of exchange which are expected daily by the Ordinary from Spain. Such insolvencies and difficulties are to be expected considering these ruinous days of war. These same letters contain news from Seville that the fleet from New Spain and Peru is expected there within eighteen or twenty days. It is said to carry seventeen millions of silver, and it is unknown how much gold, as well as thirteen hundred aros of carmine, and all kinds of other wares.

The staff correspondent at Prague was quite excited about the arrival of the hard-drinking Russian Embassy in August, 1595, bringing gifts by the truckload.

On the last day of August at 2 o'clock in the afternoon, the Grand Ducal Embassy arrived here with fifty coaches. On each one there were chests covered with red leather, which were delivered and placed in the great hall. On the 1st and 2nd days of September the presents were taken out from the chests. When this was done His Imperial Majesty gave the members of the Embassy a banquet.



"Fish that fly above the sea and have wings" and "other big fish that eat man alive"

At this they partook so freely of brandy and heavy Hungarian wines that they had partly to be carried home.

The presents consist of one thousand sables, which, according to what people are telling us, are each worth forty thalers, further, five hundred and nineteen martens, and one thousand black fox, three thousand beaver, three thousand doeskins, and one thousand wolf furs. These wares were covered with seventy-four elk skins. It is also said that an offering from the Grand Duke is on the way, consisting of wax and flax, to which the present gifts cannot be compared! May God grant this!

When the King Needed Cash

IN THE year 1596, the King of Spain needed ready cash and his fiscal policy was simplicity itself. A treasure fleet had just arrived, most likely from the American possessions, and the king simply said its cargo, gold and silver, belonging to different persons, would be confiscated and kept for his own use, a total of 9,800,000 ducats. "Its confiscation will be detrimental to many," the correspondent reports. But that was not enough for the king. Two months later he took new steps to rehabilitate Spain's financial condition with methods depressing security values and suggesting those brought

into use by some of our present-day friends in Europe:

The King of Spain has sternly commanded that no gold or silver should be exported from the kingdom, or used for the purposes of trade. He has ascertained that this gold is recoinced into the currency of foreign princes and that great profit is derived therefrom.

Money Lenders Set Own Terms

JUST a few days later the King of Portugal goes into the market for a new loan and the merchants are ready to advance the loan on terms—but such terms! Note particularly Point No. 1. The report says:

We hear through the last letters from Spain that the King has asked Portuguese merchants for a loan of four millions for Flanders. They were willing to gratify His Majesty's wishes but under the four following conditions:

1. That His Majesty should pay the sums which he owes them.
2. That they should also retain a third of their claim out of the above-mentioned loan.
3. That they should be at liberty to trade in the Indies.
4. That His Majesty should accept as payment various kinds of coins of the Spanish realm. This, however, displeases His Majesty much, as he resents this demand as being extortionate.

The Fugger news-letters did not appear with the frequency of the modern newspaper, but eliminating their horror stories, the high spots in the news of 1568 to 1605 did not vary greatly from those of the periodicals of today. While, in general, the world may still be moved to a great degree by the same emotions and interests as drove it three centuries ago, there have been many changes in the human being's attitude toward his fellow-man.

Perhaps the compiler of these letters in his preface best expresses the results that came from the vanities and futilities of the days of the Fuggers. He quotes Goethe:

And if you were able to search and clarify all sources, what would you find? Nothing but that great truth discovered long ago, and for proof of which you need not seek far afield, that Life has brought misery to all times and in all places. Man distresses and plagues himself in vain, embittering existence for himself and his kind, and knows not how to enjoy or to appreciate the sweetness of life and the beauty of the world.—H. S.



The market place in Gou in the latter part of the sixteenth century, when business was reported as not as good as it used to be in the good old days

NATION'S BUSINESS

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MERLE THORPE, Editor

Washington

September, 1925



Creating Appetites

WHEN THE fraternity of engravers met the other day in Washington, one thing that occupied their attention was style. It was suggested that there should be a new alphabet each year—not a varying of our twenty-six letters, but a new way of setting them forth so that you and your neighbor might change your letterheads and your visiting cards each year.

Is that sound business? We ask the question respectfully. It isn't, of course, new. Trade after trade has tried it. Not long ago the watchmaker—or perhaps it was one maker of watches—tried to convert us to the faith that every man needed two watches, one to wear on his wrist by day and one to carry in his pocket by night.

The makers of men's shoes would have us "shoe conscious"—would have us feel that tan shoes may be all right in the office or on the golf links, but that only a callous soul could wear anything but black shoes at night.

The makers of women's shoes could tell a tale along this line: They fostered "style" with the idea of selling more shoes. And, perhaps, it did. But if you ask them today what is the worst thing with which they have to contend, you will hear a hearty chorus:

"Too much style."

Is it sound business to sell by creating an appetite? Perhaps the answer lies in the nature of the appetite. The man who sells us an unnecessary or a useless thing isn't a friend. But the man who by skilled selling or forceful advertising makes us want something worth while, be it book or automobile or electric fan, isn't he our friend?

There Ought to Be a Law

ALAW LIBRARY which would have been complete, with all of the volumes of American decisions and all of the volumes of American statutes, has recently been calculated to have contained one hundred years ago about 180 volumes of decisions and 60 volumes of statutes. Today, it is said, a library which would be complete in the same sense would contain 18,500 volumes of decisions and 5,500 volumes of statutes. One hundred years in the future, if the increase during the last century is maintained, such a library would have to contain 1,850,000 volumes of decisions and 550,000 volumes of statutes.

Let's Pay Our Federal Judges Fairly

JUDICIAL SALARIES, always low in the United States in spite of the "quantity production" we ask of American judges, received little or no consideration in the midst of our discussions over the mounting cost of living and our raising the compensation of well-nigh everyone else. The tacit assumption seemed to be that judges were not subject to the economic conditions which played havoc with the rest of the community.

The states have begun to make some amends. A committee of the American Bar Association reports that six states this year have given moderate increases to the judges of their supreme courts.

There are many states which have not yet increased the

salaries of their judges, and it remains to be seen whether or not Congress will act upon behalf of the federal judges. In May the annual meeting of the United States Chamber of Commerce declared that the class of lawyers requisite for service upon the federal bench cannot be obtained unless federal judges "receive salaries enabling them to live in a manner commensurate with the position they occupy. No lawyer worthy of a position on the federal bench should be asked to make the financial sacrifice required by the present salaries."

At the same time the kind of judges needed for the federal bench was described. "Judges of these courts," the description ran, "not only must be men of unimpeached integrity and liberal education, but they should have profound knowledge of the law and superior administrative ability in the dispatch of business." Even a casual reading of the newspapers and their references to the proceedings of the federal courts is persuasive of the necessity for these standards.

It is certainly time that Congress joined the states in going to work earnestly to see that the judiciary has a living wage.

The Department of Justice Sees a Light

TRADE ASSOCIATIONS, the Department of Justice now agrees, may have statistical activities that are lawful. When the Supreme Court in June handed down its decisions in the Maple Flooring and Cement cases the Department obtained an extension of time in which to present reasons why the Court should reconsider the judgment it had rendered.

Those opinions, which were described in NATION'S BUSINESS for July, were of the kind that trade associations had long hoped for but feared they might never get. In these cases the Justices of the Supreme Court did not tell their fellow-citizens what they should not do but what they might do.

The Department of Justice has now filed its petitions for a rehearing of the cases. The Department makes it clear, however, that it does not contest the soundness of the principles the Court announced about statistical activities of trade associations. On the contrary, it has placed in the introduction to both petitions this unequivocal statement:

The Government accepts as the test for the legality of trade-association activities the following statement in the opinion of the court:

"We decide only that trade associations or combinations of persons or corporations which openly and fairly gather and disseminate information as to the cost of their product, the volume of production, the actual price which the product has brought in past transactions, stocks of merchandise on hand, approximate cost of transportation from the principal point of shipment to the points of consumption as did these defendants and who, as they did, meet and discuss such information and statistics without however reaching or attempting to reach any agreement or any concerted action with respect to prices or production or restraining competition, do not thereby engage in unlawful restraint of commerce."

Condescending to Business

ACITIZEN of a flourishing mid-western city recently offered \$1,000,000 to the university established in his city on condition that an equal amount be raised by popular subscription. The president of the university, who had spent thirty years as professor of New Testament exegesis, set about collecting the second million. One of his first motions was to address the local business-men's association.

He got his money—or a good part of it—from his audience, and he left the meeting well satisfied with himself. But the men who responded to his appeal went away with an indefinable something rankling in their minds.

The president made a successful speech—from his own point of view. A bad, ignorant speech from ours. He talked down to an audience at least as intelligent as himself, and probably much more sincerely idealistic. He had the same incredible picture of the American business man as a money-grubber that we find in many uninformed European minds. He talked ignorantly about factory management and salesmanship and business administration. He told them that in his opinion the

university should be a sort of annex to the factory. He talked about "returns" from their "investment."

Misjudging his audience lamentably, he did not make the one appeal that would have satisfied these men completely and made them respect him as an educator.

Educators ought to get this through their heads:

The American business man wants to be sure that our educational system, from primary schools to universities, is designed first of all to better the youth and manhood of the nation.

"You make the man," says American business; "we'll see that he is successful. Turn out boys with clear heads, sound sense, and sterling character; we'll look after them. Teach them the fundamentals of life; train them to think and to express their thought simply and logically; guide them in the choice of the pursuits for which they are fitted. Business will do the rest."

Some people have an idea that what differentiates America from the rest of the world is that we make locomotives or bobsleds, and the rest of the world does not. All nonsense. Every industrial nation makes a good share of the things we make, and, furthermore, makes money making them.

The difference between American business and the rest of the world is aptly illustrated by the things for which the National Chamber stands: principles of business conduct, fair dealing, self-respect in trade, generous remuneration of effort, the welfare of all before the interests of one.

The American business man is too much ashamed of the finest quality he has—his imperishable idealism. He has more in his heart than in his pocketbook.

"Facts," 20,000 Words of 'Em!

REASONED OPINIONS the Federal Trade Commission has never handed down. Instead of undergoing the voluntary mental discipline of putting down in black and white the reasoning which is used, it has issued "statements of fact," "conclusions," and its "orders to cease and desist."

If the Commission intended to relieve the world of a burden which more opinions from an official body might add, it has made matters worse and not better. Few opinions of the courts have been such hard reading as the Commission's findings of fact and even fewer have run to such length. In a recent case the Commission's "findings of fact" ran upwards of 20,000 words. If there was anything which was not "found" by the Commission about the company against which it was proceeding, nothing short of the art of divination would disclose it.

After going through these findings of a multitude of facts, any layman and most lawyers will be in the dark as to what the Commission declared is illegal. No one can know to which of the facts the Commission attached significance. On the other hand, it would be a very poor opinion, indeed, coming from a court or a body like the Interstate Commerce Commission, that did not help a serious reader to get at the meaning of so many words.

The Supreme Court in the Oil Business

THE SUPREME COURT does not often appear in the rôle of a board of directors, but for something like five years it has had in its care very large interests. The striking of oil in the bed of the Red River caused the states of Texas and Oklahoma to come to grips over their outstanding controversy, about the boundary between the two commonwealths, and when two states go to law they forthwith appear before the Supreme Court of the United States. In this case the litigation involved the Supreme Court itself becoming the administrator of the disputed lands, with their oil wells and all the rest.

To be sure, the Supreme Court did not undertake to do the work with its own hands. It appointed a receiver and instructed him to come back within thirty days with a complete plan.

Thereafter, it kept closely informed about the receiver's operations, in order that it might at any moment give him its instructions.

When the Court went on vacation it designated three of its members as a committee whom the receiver could consult during the summer.

As the representative of the Court, the receiver seems to have had a busy time. He had to organize a special force of police, establish banking connections, provide for continued operation of existing oil wells, go to drilling new wells where the geologists and experts indicated it was necessary in the interests of conservation, provide better housing conditions for employes, construct a dam to protect some of the wells from flood danger, increase efficiency in methods of production, and do a lot of other things. Incidentally, he had to see to the selling of the oil and gas and the accounting of the proceeds. Now that the Supreme Court has handed down its decision about the legal questions which are involved, its receiver has been able to shut up shop and the Supreme Court has gone out of the oil business.

Getting 'Em All In

WE HAVE noted from time to time that they don't do things in any half-way measure in Florida. A letter from the secretary of a thriving chamber of commerce in that glowing and booming state says:

I spoke before a trade banquet to celebrate a drive that gained 801 members to the chamber of commerce in a city of 1800 people, the ages of the members running from two hours to 99 years. I believe a two-hours-old babe is picking them pretty green; but they do things in Florida right off the bat.

There are some secretaries who would tell you that two-hours-old babes are just as useful as some of their older members.

This Narrowing World

ONE THING this magazine has tried to teach is that the world grows ever smaller, that the man who sells shoes in Peoria is the business brother of the man who grows sugar cane in Cuba. If Russia can't buy tea, then India can't buy cotton goods, and Manchester can't buy Alabama's unwoven cotton.

And we found it all said again by George Moore in "Conversations in Ebury Street":

"In a world no bigger than a handbox, with every man looking over the next man's shoulder."

There's a sermon for the men who feel that we need no merchant marine and that foreign trade is the "other fellow's business."

Bigger and Better Waste Baskets

ELSEWHERE in this magazine William McFee, sailor and author, pens a spirited protest against the mass of printed matter that daily encumbers his desk.

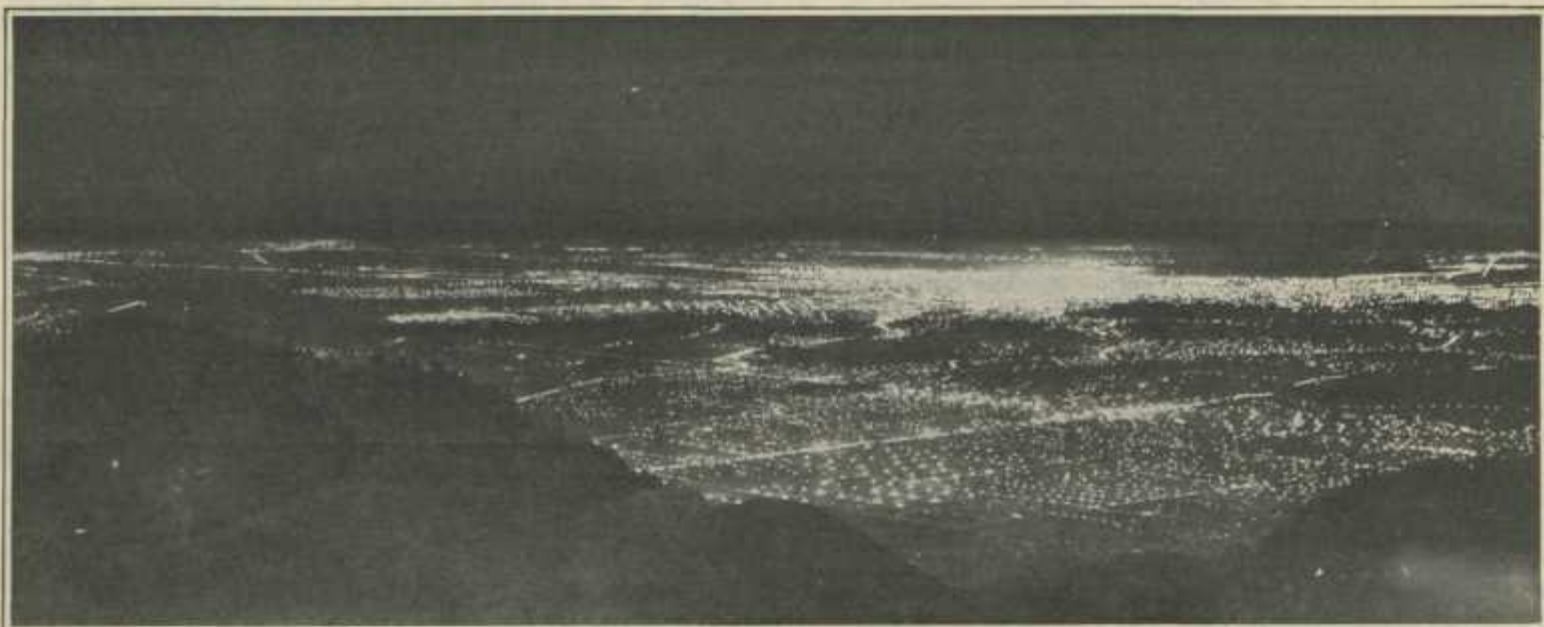
Rudyard Kipling adds his voice to the outcry. Talking to the Stationers Company in London the other day, he said:

"And when in the course of time we had rooted every green thing out of the valley of the Nile, when we had killed the fatted calf and the unfatted calf and the calf unborn to make vellum, we tore the very rags off the backs of beggars, and we ground them and we pulped them to make more and more stationery."

Why did they do that? Because some desperate soul, impatient of the slow, beautiful handicraft of the past, had invented an apparatus called the printing press.

Since that dreadful date there has not been a crime in the decalogue, from anonymous letter-writing to the spread of idealism, which they had not fostered, facilitated, and democratized. Incidentally, too, they had turned life into the nightmare of a never-empty waste-paper basket.

But—and it's a large *but*—should we have bought the works of those excellent authors, William McFee and Rudyard Kipling, if their American publishers, Doubleday, Page & Co., had not told us by means of paper and ink that McFee and Kipling ought to be read and could be bought?



COURTESY GENERAL ELECTRIC

Light brightens the lives of two million persons within the range of this picture taken from the summit of Mt. Wilson, California. At the foot of the mountain is Pasadena. The patch above is Los Angeles. At the right are the beach towns of Santa Monica, Ocean Park and Venice. At the extreme left is Avalon, 75 miles away.

Light—Citizen and Salesman

By ROY A. PALMER

YOU DON'T have to be so very old to remember when your mother counted as one of her daily chores the cleaning of the lamp chimneys; trimming of the wicks and the filling of the lamps with oil. You also remember, perhaps, the time when the gas mantle was the supreme light-giver.

When man went from the oil lamp to the electric bulb,—sometimes in one jump, sometimes by way of gas—he made a bigger step forward in illumination than in all his earlier history. Lighting had been a matter of oils and fats, lamps and candles, for unnumbered generations.

Lighthouse Tells History

THE WHOLE history of lighting, almost, is told in the changes made in the first lighthouse built by the United States as an independent government. It's at Cape Henry at the entrance of Chesapeake Bay. John S. Conway, Deputy Commissioner of Lighthouses, recounts it in a little "Research Narrative" of the Engineering Foundation.

When the United States finished the lighthouse it used fish oil. That was in 1792. Sperm oil was substituted in 1810. Our whale fisheries began to decline, and other oils were sought, first rapeseed or colza oil and later lard oil.

Then we began to realize our wealth in petroleum, and kerosene was used. In 1910 a great improvement was made. Wick lamps were discarded and vaporized kerosene, with an incandescent mantle, was installed. But it lasted only a dozen years, when an electric incandescent lamp was substituted.

There's a whole history of illuminants in 133 years: fish oil, whale oil, colza oil, lard oil, kerosene, kerosene gas, electricity!

We are so used to light, constantly better and more plentiful in this country, that we rarely think of the part it plays in our business and in our civic life. We use more light than most other countries. In 1924, there were 252,000,000 large lamps sold in

the United States. This represents a per capita consumption of 2.3 lamps. In England, Hungary, Austria, France, Italy, Germany and Switzerland, having a combined population of approximately 200,000,000, or 90,000,000 more than the United States, the lamp consumption per capita in 1923 was two-thirds of a lamp.

What are we doing with all this light? For one thing we are making and selling goods by means of light. No one needs to be told that men can't work in the dark but a lot of men do need to be told that saving light isn't always saving money.

It takes a longer time to discern detail when light is scarce and this "time element" is a governing factor in the right use of light in our industries. Better lighting brings increased production, less spoilage, and fewer accidents. When more light is thrown upon the work, the eye functions more quickly and muscular action can be speeded. If sufficient light is supplied, mistakes can be avoided and spoiled materials and "seconds" are reduced. Proper light prevents dangerous shadows which may hide swiftly moving machine parts or objects to trip the unwary foot.

Production Is Increased

OLD METHODS of lighting did not follow any regular or planned installation. Drop cords were placed here and there in a hit-and-miss fashion, and bare lamps with glaring filaments served only to blind rather than assist the workers' eyes. Modern lighting is designed and installed with mathematical accuracy and standardized reflecting equipment properly distributes and diffuses light.

Many lighting-production tests have been conducted in the past few years which have verified the claims advanced by illuminating engineers.

In one case a local lighting company put in an up-to-date lighting system in a factory to determine how it would affect the production. The president of the concern was not

convinced that lighting could make any difference in his production record, but he consented to let the power company use his plant for the test.

They furnished the lighting system and the service for a period of fifteen months, while he, in turn, had a careful check made on production, making every effort to balance out all variables except lighting. After the fifteen-month test, it was found that the modern lighting had brought about an increase of 25 per cent in production.

Post Office Work Speeded

RECENT tests conducted jointly by the United States Post Office, Treasury and Health Departments are of interest also. In the dispatching division of the post offices the speed and accuracy in letter separation increased 12 per cent under higher levels of illumination. In the final sorting of letters where closer scrutiny of addresses and numbers was required, an increase of 20 per cent was reported when more light was provided upon the work.

At the Dover Manufacturing Company, Dover, Ohio, the lighting system consisted of 50-watt and 100-watt lamps, some equipped with ineffective reflectors and hung promiscuously about the room. The average illumination was only about 0.7 foot-candles. A new lighting system of modern design was installed which raised the illumination to 13.5 foot-candles.

An exhaustive test was conducted to determine whether or not the new lighting would affect production. Records were kept of the output under both the old and the improved lighting conditions and when the data were compared, the production under better lighting showed an increase of 12.2 per cent. The additional cost of the new lighting over the old lighting was only 2.5 per cent of the payroll.

The modern lighting system was intended to be used only during the period of the test

but when the officials of the company saw the results, they purchased the equipment and requested a complete design for the entire plant.

A similar test was conducted at the Timken Roller Bearing plant, Columbus, Ohio. A new lighting system was installed which was used alternately with the original system. When the modern lighting system was in operation, the production increased. When the old lighting was substituted, production dropped off. The average increase in production under the improved lighting was 12.5 per cent.

Light Also a Salesman

A SERIES of four illumination-production tests was conducted by the Commonwealth Edison Company of Chicago. In a foundry, the illumination was raised from .2 foot-candle to 4.8 foot-candles and the production was found to have increased 35 per cent.

A factory making soft metal bearings showed an increase of 15 per cent in production when the illumination was improved from 4.6 foot-candles to 12.7 foot-candles.

An increase of 10 per cent in production resulted in a heavy steel-machining plant when a new lighting system brought the illumination from 3 foot-candles to 11.5 foot-candles.

Similarly, in a plant where the operations of carburetor assembly were performed, the production was raised 12 per cent under illumination which has been improved from 2 foot-candles to 12.3 foot-candles.

Light isn't only a manufacturer, it's a salesman. The sale of millions of dollars' worth of goods is brought about by well-lighted displays which are viewed by evening "window shoppers." Without light, the thousands of show windows would become uninteresting and useless after the hours of daylight. A well-lighted window displays the goods to the best advantage and makes the window stand out and demand attention.

Humans are not unlike moths or other insects, for we are instinctively attracted by light. The brightly lighted streets, theaters and amusement places are the most frequented by crowds. Likewise, the best-lighted show windows attract the most observers. Exhaustive tests have been made in various cities to determine the amount of effect of various degrees of illumination, on the attracting power of show windows.

Makes Show Windows Work

IT WAS found that when the level of illumination was raised from 15 foot-candles to 40 foot-candles, 33 per cent more people stopped to look at the displays in the windows. When the illumination was further raised to 100 foot-candles, 73 per cent more people were attracted to the windows. The real purpose of the show window is to create a desire to buy and the more people that can be stopped to view a display, the greater will be the percentage which will be induced to buy.

Troublesome reflections in the plate glass of show windows during the day sometimes obscure the displays within to the point where they can scarcely be seen at all.

Merchants in the larger cities place a high valuation upon their show windows, and when reflections veil displays at a time when most people are passing and when the windows should be most effective, the loss in selling power is keenly felt.

Reflections Are Overcome

THESE reflections occur because the objects on the street, under sunlight, are so much brighter than the objects within the windows that the windows act as mirrors. It has been found that this obstacle to vision can be overcome by properly lighting the show windows during the daytime.

A Minneapolis department store had trimmed a window in a new building some distance from the store at the request of the local electrical association which was sponsoring an educational exhibit. The window was equipped with a model system of lighting. The display consisted of women's gowns and millinery. One of the models was sin-

gled out by a floodlight, thus bringing it out in great prominence.

The first few days that this display was shown, three gowns and fourteen hats were sold from that model. And the customers had to walk a considerable distance to the store!

One lady who had seen the display went into the millinery department at the store. She tried on several of the hats in stock but apparently was dissatisfied. She remarked that none of the hats was as attractive as those in the display window in the new building. When informed that she could buy any hat in the window, she chose the hat on the floodlighted model. The high intensity of light on that model displayed the hat to the best advantage and therefore this hat appealed to the customer more than did any other hat in the window!

Attracting Power of Light

A TEST was recently made in the retail district of Kingston, N. Y., to determine the attracting power of light in show windows. Only 35 per cent of the people traveled the east side of the street after dark and only 7.2 per cent of these stopped to look in store windows.

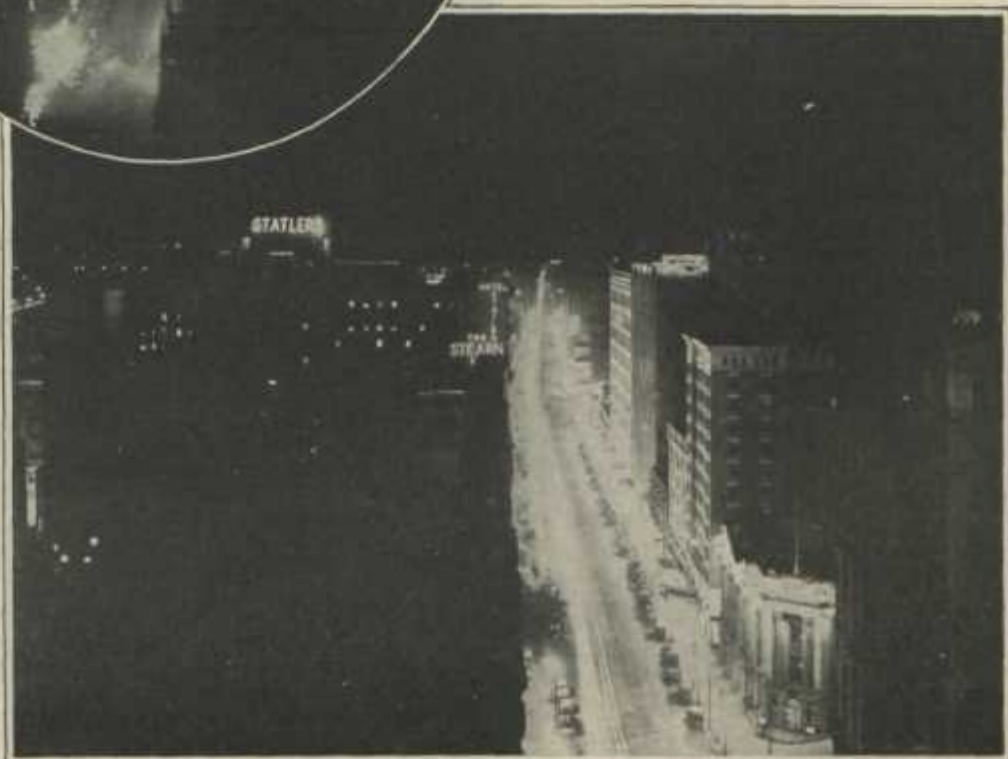
Four of the retailers on the east side of the street were persuaded to install proper lighting facilities in their show windows. They were asked not to vary their displays but to use the same type of displays which had been used before the new lighting was installed.

A two weeks' check of the pedestrian traffic showed that 60 per cent of the people used the east side of the street and of this 60 per cent, 62 per cent stopped to examine the goods on display in the windows. Light changed the route of pedestrians overnight!

An electrical dealer in San Bernardino, California, observed that people persistently used the opposite side of the



Left: London at night, looking down Ludgate Hill from the top of St. Paul's Cathedral. The lone light in the distance is the tower clock of the House of Parliament, which shows only when the House is "sitting." Below: Euclid Avenue, Cleveland, Ohio



street from his store. It so happened that his store was located among a group of establishments which do not usually feature window displays, such as a barber shop, bank, court house, etc., while on the other side of the street were department stores, drug stores and other shops which always had interesting window displays.

The electrical dealer equipped his windows with a lighting system which would permit various lighting effects. Thus by directing special attention to the show windows, the sales increased 27 per cent at a time when other dealers were reporting sales under those of the previous year.

Show windows are not alone in reaping benefits from the use of light. It has been found that light within the store exercises an influence upon sales. It is natural for the shopper to desire to trade at the stores which are attractive. A gloomy, ill-lighted store certainly doesn't appeal to buyers. It is the well-lighted, cheery-atmosphere stores which are magnetic. Under good lighting, the goods can be displayed to the best advantage; the store is neater and more inviting, articles can be examined more thoroughly and the number of returns is decreased.

Effect of Light on Sales

IN CHICAGO, a test was carried on to determine the effect of lighting upon sales. The store chosen for the test was equipped with a lighting system which provided a level of illumination of five foot-candles, which is in fact the average illumination in many stores. Modern equipment was installed to provide fifteen foot-candles. The old and new lighting systems were used alternately and during the test no newspaper advertising was used, no bargain days were held, the windows contained only ordinary displays; in fact, everything which might vary sales was eliminated as far as possible. Only the lighting was changed. When the test was concluded and the results compiled it was found that sales had increased 29 per cent and that the number of sales per customer had increased 11 per cent!

According to a report given before the National Electric Light Association, it is estimated that only three out of every ten

stores in the country are reasonably well lighted. When the true value of good store lighting begins to be appreciated the thousands of poorly lighted stores will be bathed in an abundance of soft, diffused light. The retailer, like the industrial executive, will then realize the influence of light upon the business of the nation.

300,000 Electric Signs

LIGHT is a potent salesman through advertising. The electric signs which emblazon New York's Broadway are proof of the possibilities in this use of light. The figures of the size, cost and variety of these signs are evidence of their value to the sponsors. One sign alone may run as high as \$100,000 in annual rental while the dimensions vary from a few feet to over fifty feet in height and hundreds of feet in length. There are some 300,000 illuminated displays in the country today and the field has barely been scratched!

It is light as a citizen in which we ought to be most interested. It is a safety measure in the industries, guarding eyesight and safeguarding life and limb. On the streets, it performs a double duty, for it protects against crime as well as accidents.

A survey of 32 of the larger cities of the country brought out the fact that 30 per cent of the total number of street accidents

occurred during the hours of darkness. Night brings a partial blindfold to both drivers and pedestrians and therefore it is obvious that the accident hazard on poorly illuminated streets is very great.

Visual conditions on the street at night are comparable to those in the factory. Not only is it more difficult to see objects at the same distance under a dim light, but tests have shown that it actually requires an appreciably longer time to see under a dim light than under bright illumination, as in the daytime. Yet the speed limits are the same at night as in the day. Adequate light is therefore important in the prevention of traffic accidents.

Accidents Are Cut Down

AREPORT was presented to the city manager of Cleveland, Ohio, last year which brought out the fact that there were eight fatal night-traffic accidents on a poorly lighted street while only one fatal accident occurred on a street which was well lighted and where the traffic was even heavier.

The increase in traffic, due to the automobile, has greatly increased the accident hazard. The handicap of darkness makes that hazard greater in night traffic. A survey has shown that at least 17.6 per cent of the night traffic accidents are due to inadequate lighting. The



The same street before and after taking modern illumination treatment. More business is attracted to the well-lighted street; crime and accidents are minimized.



annual expenditure for street lighting of the country is reported to be about \$50,000,000. The accident loss, in addition to the loss of life, totals a billion dollars a year, and a good part of that might be eliminated by better lighting.

From the standpoint of crime, it is of interest to note an analysis of police reports in Cleveland, Ohio, which revealed that crimes had decreased 41 per cent in all parts of the city where better street lighting had been installed.

With the constant increase in traffic, more difficulty is experienced in the transportation of goods between warehouses, stores, industrial plants and freight terminals. Adequate

Big Business Builds The Ferguson Way

New plant of The Crooks-Ditmar Co., Williamsport, Pa., manufacturers of "Cromax," ready-finished oak flooring.



This factory \$1.40 a square foot— Ferguson's answer to the high cost of building

THIS fine big factory of The Crooks-Ditmar Company at Williamsport, Pa. is being built by The H. K. Ferguson Company for \$1.40 per square foot. The office structure and smaller buildings, of course, cost slightly more.

The very low price quoted above is not an estimate—but a *guaranteed maximum*. It is possible only because the Ferguson organization designs and erects buildings, handling all work from start to finish. This one organization maintains ample stocks of essential materials. Its engineers are thoroughly experienced, with specialists in many lines. Its construction men are equipped with the most modern machinery.

And, because The H. K. Ferguson Company takes entire responsibility, it *guarantees* the buildings it erects. Guarantees not only the maximum cost, but the quality, the design, and the delivery date. The H. K. Ferguson Company numbers among its repeat customers many of America's greatest industrial concerns. The executives of these corpo-

rations have learned that Ferguson saves money—saves their time.

If you are thinking of building, you owe it to yourself to get the Ferguson proposition. You will value the suggestions born of Ferguson's years of experience. You will appreciate the money saving ideas. And when you sign a Ferguson contract, you will know that you are protected from errors and omissions by the binding document of an internationally known, financially responsible engineering and building concern.

To get the Ferguson proposition, it is only necessary to wire or phone. A Ferguson executive will meet you promptly. Or, if you want to know more about the unusual things Ferguson is doing, write for a copy of "The Picture Book of a New Profession."

THE H. K. FERGUSON COMPANY

Cleveland Office: 4900 Euclid Bldg.; Phone: Randolph 6954
New York Office: 25 W. 43rd St.; Phone: Vanderbilt 4526
Detroit Office: 841 David Whitney Bldg.; Phone: Cherry 3127
Tokio Office: Imperial Hotel, Tokio, Japan

Ferguson

GUARANTEED BUILDINGS



At night under a flood of artificial light Niagara's beauty is even more gripping than in the light of day

lighting of streets would permit greater night traffic. The use of trucks, terminal facilities and other equipment at night would relieve daytime traffic and facilitate the transportation of goods. It has been estimated that such a plan would reduce trucking costs one-half.

And with all these added uses of light in industry and civic development, improve-

ments in generation apparatus and in transmission of electricity have brought about lower cost. Incandescent lamps have likewise undergone improvements so that more light is obtained without greater consumption of current. Lamps themselves are now lower.

With these reductions in cost, light is now cheaper than ever before in history. It is

one national commodity the cost of which has decreased rather than increased since 1913.

And we take it all so calmly! A generation to which the living-room radio is almost as common as the kitchen range, and which has ceased to look up at the aeroplane, can't be expected to stop and marvel when it gets light by turning a button.

Who Owns Our Corporations?

OF THREE MILLION stockholders in the leading corporations in the United States less than one per cent controls."

That's a statement from Henry H. Klein's "Dynastic America," quoted with apparent approval by James Myers, of the Dutchess Bleachery, in his book on "Representative Government in Industry." Mr. Myers goes on with these further quotations:

Fifteen stockholders own a majority of Standard Oil stock, the market value of which is about Three Billion Dollars.

Of about 20,000 shareholders in the American Tobacco Company, ten own a majority.

The same state of concentration is true in the five corporations that compose the Beef Trust.

Of 628,000 stockholders in the railroads, the majority is owned by 8,300 or 1.3 per cent, according to government report. These controlling shareholders own an average of 6,130 shares each, as against an average of 75 shares each held by the other stockholders.

According to the report of the Walsh Industrial Commission in 1916, 1.5 per cent of the stockholders in the Steel Trust owned 57 per cent of the stock.

All this sounded familiar. In one form and another we had read it a hundred times. Yet we wondered if it would stand checking up.

Take that railroad statement that "the majority is owned by 8,300 or 1.3 per cent" of the stockholders. How true is it? Here

are the facts as set forth by Julius H. Parmelee, Director of the Bureau of Railway Economics:

The quotation from Henry H. Klein is evidently based upon a special statement issued by the Interstate Commerce Commission on March 25, 1919, relating to the situation with respect to railway capital stock on December 31, 1917.

The special statement from the Commission to which reference has been made showed that on December 31, 1917, the total number of stockholders of the operating railways of Class I was 627,930. The total number of shares outstanding on that date was 97,475,776, so that the average number of shares per stockholder was about 155.

The statement made a further classification of the 8,301 stockholders reported by the railways as being the twenty largest stockholders of each company.

The Commission analyzed the holdings of these 8,301 largest stockholders as follows:

	No. of shares	Per cent
1. Individual females.....	1,082,868	2.2
2. Estates.....	1,333,961	2.6
3. Other railway companies	24,638,407	48.4
4. Other corporations or partnerships.....	11,565,838	22.7
5. Individual males.....	6,945,205	13.7
6. Voting trustees.....	5,307,043	10.4
Total.....	50,873,322	100.0

You will notice that these 8,301 stockholders were reported as holding 50,873,322 shares, an average of 6,129 shares per holder. Their aggregate holdings represented 52.2 per cent of the total number of shares outstanding.

But the significant element in the foregoing table is the composition of this group of stockholders. You will notice that the railway companies themselves held 24,638,407 shares, or 48.4 per cent (nearly one-half) of the total number reported for the whole group. In addition, other corporations or partnerships reported 11,565,838, or 22.7 per cent, while voting trustees reported 5,307,043, or 10.4 per cent. These three groups were reported as holding 81.5 per cent of the total holdings of the group, or nearly five out of every six shares.

The holdings of the railways themselves, of other corporations or partnerships, or of voting trustees who hold a large block for the benefit of many individual beneficiaries, can hardly be looked upon as individual holdings, for each such holding is for the benefit of a much larger number of individuals.

It may be argued, of course, that the question of control is not affected, whether the holdings be individuals or corporations, yet I do not feel that a corporation's holdings can be regarded in the same light as an individual's holdings in this respect.

Turning now to such figures as are available for a later date than 1917, the Bureau of Railway Economics has from time to time made its own tabulation and analysis of railway stock-

Now - a One-Profit Car in the Quality Field

STUDEBAKER has achieved one-profit manufacture in the quality field. This marks a new era in the automobile industry. Studebaker's achievement eliminates unnecessary profits running up to \$500 on a single car. It banishes double overhead. It results in quantity production of quality cars. It vitally affects pricing by establishing a new criterion of value in the fine car field.

TWENTY-FIVE years ago practically all "manufacturers" of automobiles were nothing more than assemblers. They purchased motors, bodies, tops, axles, etc., from parts makers who were the manufacturers in reality.

On this basis it was easy to become an automobile "manufacturer," and more than five hundred makes of automobiles have had their day in the American market and disappeared. They are represented only by "orphan cars" with practically no resale value.

Notwithstanding this writing on the wall many manufacturers still assemble their product, piling profit upon profit for the ultimate purchaser to pay. Each profit which an assembler pays to a body builder or parts supplier enters into his costs just as though he had spent the money for steel or plate glass or upholstery. Although it represents no value he not only passes it on to the purchaser but figures his own profit on top of it.

One-fourth of all American passenger cars built today belong in the fine car field—a total of 57 different makes selling above one thousand dollars.

The Ford is a one-profit car and reigns supreme in its field.

In the fine car field Studebaker—and Studebaker alone—now offers the American public one-profit values.

During the past seven years, when demand exceeded supply, Studebaker has been plowing earnings back into plants and machinery until the total exceeds sixty-two million dollars and we are now able to make this announcement.

Foundries, stamping mills, forges, machine shops, are now complete. As final links in the chain of one-profit production, the enormous Studebaker body plants have been operating for months at peak capacity. Resources totaling one hundred million dollars are concentrated on the production of this one-profit car.

No other individual manufacturer in the world (except Ford) possesses such facilities for the complete

Why Studebaker is the "one-profit" car

There are more than 60 makes of passenger cars built in the United States, but very few are manufactured complete in the plants of the producers who sell them.

Only 42 build all their own motors—and one of the 42 is Studebaker.

Of the 42 which claim to make their own motors only 14 make the iron castings, stampings and forgings which go into their motors—and one of the 14 is Studebaker.

Only 5 make all their own bodies and one of the 5 is Studebaker.

Only 2 make all their own motors, bodies, clutches, springs, axles, gear sets, differentials, steering gear, gray-iron castings and drop forgings. One of these 2 is Studebaker and the other is Ford.

manufacture of automobiles.

That is why Studebaker is able to put finer steel, finer wood, finer upholstery, better workmanship, scores of thousands of miles of excess transportation, into every car—yet keep down the price to you.

This sound manufacturing principle not only holds down price, but it insures a better car regardless of price. The car is a unit freely designed and engineered for maximum efficiency.

Last winter at the New York and Chicago automobile shows three well-known automobile manufacturers exhibited coaches mounted on the same body—a body made from the identical dies, jigs and fixtures.

Individuality of style, design and construction was thus forfeited to necessity.

Contrast this with Studebaker, where the entire car is designed and built as a unit—and engineered complete. This construction means (1) longer life—(2) greater comfort in riding—(3) greater freedom from repair expense—(4) greater resale value.

With the advent of this one-profit-one-overhead plan of motor car manufacture, it is folly today to buy a car by the same comparisons you used yesterday. Today you must measure all cars with this "one-profit" Studebaker.

There are 21 Studebaker body styles available on three different chassis. The Standard Six Models, 113-inch wheelbase, 50 h.p. engine, \$1125 to \$1495 f.o.b. factory. The Special Six Models, 120-inch wheelbase, 65 h.p. engine, \$1395 to \$1895 f.o.b. factory. And the Big Six Models, 127-inch wheelbase, 75 h.p. engine, \$1775 to \$2325 f.o.b. factory.

And you may buy your Studebaker today with the assurance that it will not be arbitrarily stigmatized by any act of ours as a "last year's model." Instead of spectacular annual announcements of "new yearly models," Studebaker has adopted the policy of keeping its cars up-to-date in body styles and chassis design every day in the year. Therefore, buy your Studebaker now!

THIS IS A STUDEBAKER YEAR

The STUDEBAKER CORPORATION of AMERICA

holdings. Our latest report on this general subject applies to the situation as of December 31, 1921.

Our special study for 1921 is stated in terms of dollars rather than shares, but the average share is very close to \$100, only a few railway companies having stock of a par value less than that amount. On December 31, 1921, the total outstanding capital stock of all railway companies in the United States was \$9,115,027,453. The total number of stockholders was 863,138; and the average amount of stock per holder was, therefore, \$10,560.

Railway Owners Increasing

THE TOTAL amount held by the twenty largest stockholders reported by each company on the same date was \$4,647,101,266, which is 51 per cent of the total stock outstanding. This is a slight decrease from the 52.2 per cent of 1917.

The total holdings of this group were distributed as follows:

Class of Stockholder		Per cent distribution
Individuals.....	\$642,341,338	13.8
Railway companies..	1,663,376,293	35.8
Other holders for railways.....	143,263,250	3.1
Trust companies and banks.....	95,301,483	2.1
Other corporations or partnerships....	649,606,016	14.0
Estates.....	45,932,001	0.9
Insurance companies	31,888,214	0.7
Trust holdings for:		
Individuals.....	74,055,354	1.6
Railways.....	621,120,400	13.4
Corporations or partnerships....	205,511,425	4.4
Estates.....	36,615,538	0.8
Beneficiary unknown.....	438,089,954	9.4
Total holdings of twenty largest stockholders	\$4,647,101,266	100.0

From the foregoing table you will observe that railway companies and other holders for railways held 38.9 per cent of the total of the group comprising the twenty largest stockholders in each company, compared with 48.4 per cent in 1917; that individuals held 13.8 per cent, compared with 15.9 per cent in 1917 (males and females); that trust companies and banks, insurance companies and other corporations and partnerships, held 16.8 per cent, compared with 22.7 per cent in 1917; that estates held 0.9 per cent, compared with 2.6 per cent in 1917; that trustee holdings represented 29.6 per cent.

These trustee holdings are not strictly comparable with the voting trustees shown for 1917, because in our tabulation we analyzed all the trust holdings so far as the information was available, as between individuals, railways and other beneficiaries. In brief, the tabulations we have made for the years 1915, 1916, 1917 and 1921

show an almost consistent increase in the number of railway stockholders and a corresponding decrease in the average holdings per holder. This increasing diffusion in railway ownership seems to be a continuing thing, and certainly indicates that railway control is coming to be centered not so much in the smaller groups of large holders but in the much larger groups of small holders.

So much for the railroads. What are the facts about United States Steel, of which the statement is blithely made that "1.5 per cent of the stockholders in the Steel Trust owned 57 per cent of the stock"? This time the answer comes from Judge Gary, who in a letter to the editor of this magazine says:

No data has ever been compiled by us which would confirm or deny the accuracy of the figures referred to in Henry H. Klein's "Dynastic America." Therefore, we believe his figures are merely an estimate.

At the same time, even if there were any basis upon which we could consider the figures to be approximately correct, 1.5 per cent of our stockholders in 1916 would have been about 1,700, which is rather a large distribution in itself. To obtain the figures would necessitate the checking over of all our ledgers and the examination of a large number of dead accounts, which would take the entire staff of bookkeepers the best part of a month.

Employees Buy Steel Stock

SINCE 1916 the number of our stockholders has been increased by 42,000, or 38 per cent. Our employees have continued to subscribe largely in one, two and three share lots, and our records show that the small stockholders are constantly adding to their holdings. Therefore, it is evident that our stock is much more widely distributed at the present time than in 1916. Without actually checking up the figures, for reasons given above, our experts estimate that at the present time 1.5 per cent, or about 2,300 stockholders, now have registered in their names not over 40 per cent of our stock. Of these 2,300 stockholders it is probable that more than half of them are brokers, bankers or their nominees, who may be carrying the stock in their names for fifty to a hundred thousand individuals.

Turn now from steel to oil. "Fifteen stockholders own a majority of Standard Oil stock, the market value of which is about Three Billion Dollars" (capitals not ours). C. T. White, secretary of the Standard Oil Company, writes this brief note:

The fifteen largest stockholders of our company own 7,060,480 shares out of 20,314,241 shares. These figures are for Common Stock, as our Preferred Stock is non-voting. This shows that they own but 34+ per cent of the Common Stock.

Mr. Klein as revived by Mr. Myers was less definite about the meat-packing industry. There the assertion was: "The same state of

concentration is true in the five corporations that compose the Beef Trust."

To this vague assertion F. Edson White, president of Armour and Company, makes specific answer:

We wish to emphasize the non-existence of the so-called "beef trust." There is no such thing. On the contrary, there are some 1,400 meat packers engaged in business in this country, and their competition is real and keen, and most of us who are in the business know from experience that it is so keen that it greatly constricts opportunity to make profits.

80,000 Share Armour Profits

ARMOUR and Company is owned by 80,000 stockholders, of whom nearly half are employees. A year ago, when we had some 77,000 stockholders, we took the trouble of tabulating them according to their holdings, and this tabulation was as follows:

69,664 own from 1 to 24 shares
5,248 own from 25 to 49 shares
2,147 own from 50 to 99 shares
836 own from 100 to 499 shares
83 own 500 shares or more.

It is evident from the above tabulation that no small group of large stockholders dominates the company's policies, nor reaps the bulk of the profits earned. Armour and Company is today a publicly owned concern, and its ownership is being diversified more and more as years go by.

Louis F. Swift was quite as definite:

I can speak for Swift and Company only, and in our case Mr. Klein's statement is far from true.

We drew off some figures as of November 25, 1924, which show that it takes 1,584 shareholders, holding 114 shares and up, to vote a majority of the capital stock of Swift and Company. As you know, Swift and Company's capital stock consists of 1,500,000 shares of Common Stock, par value \$100 each, or a total of \$150,000,000. We have no other class of stock outstanding.

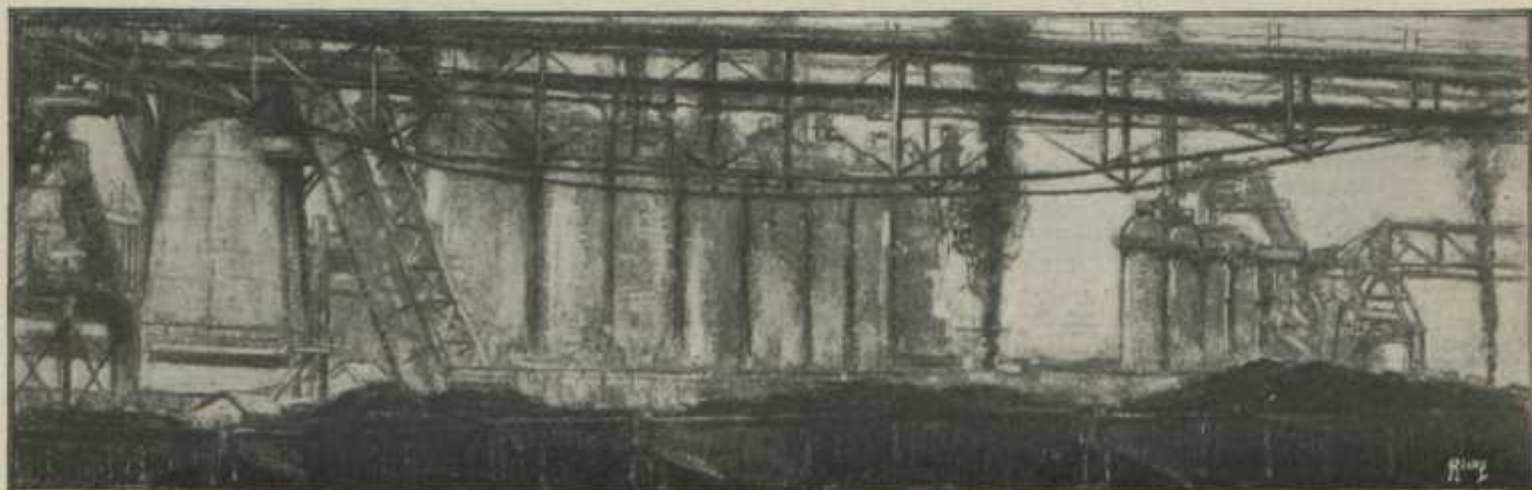
Now as to tobacco, and we are through. "Of about 20,000 shareholders in The American Tobacco Company, ten own a majority." Let's call Percival S. Hill, president of the company, as the last witness. He writes:

The statement as to the control of The American Tobacco Company by ten people is ridiculous.

The facts are that there are but ninety-nine stockholders who have in excess of one thousand shares of this company's stock. Of these stockholders, thirty-eight are stock brokers. The total holdings of the remaining sixty-one amount to 190,625 shares.

I have not gone into the details further than this, as, on the face of it, it would seem as though it required thousands of stockholders to have a majority of the stock of this company.

The evidence is in!



In the steel industry and in other big industries, small stockholders are constantly increasing their holdings



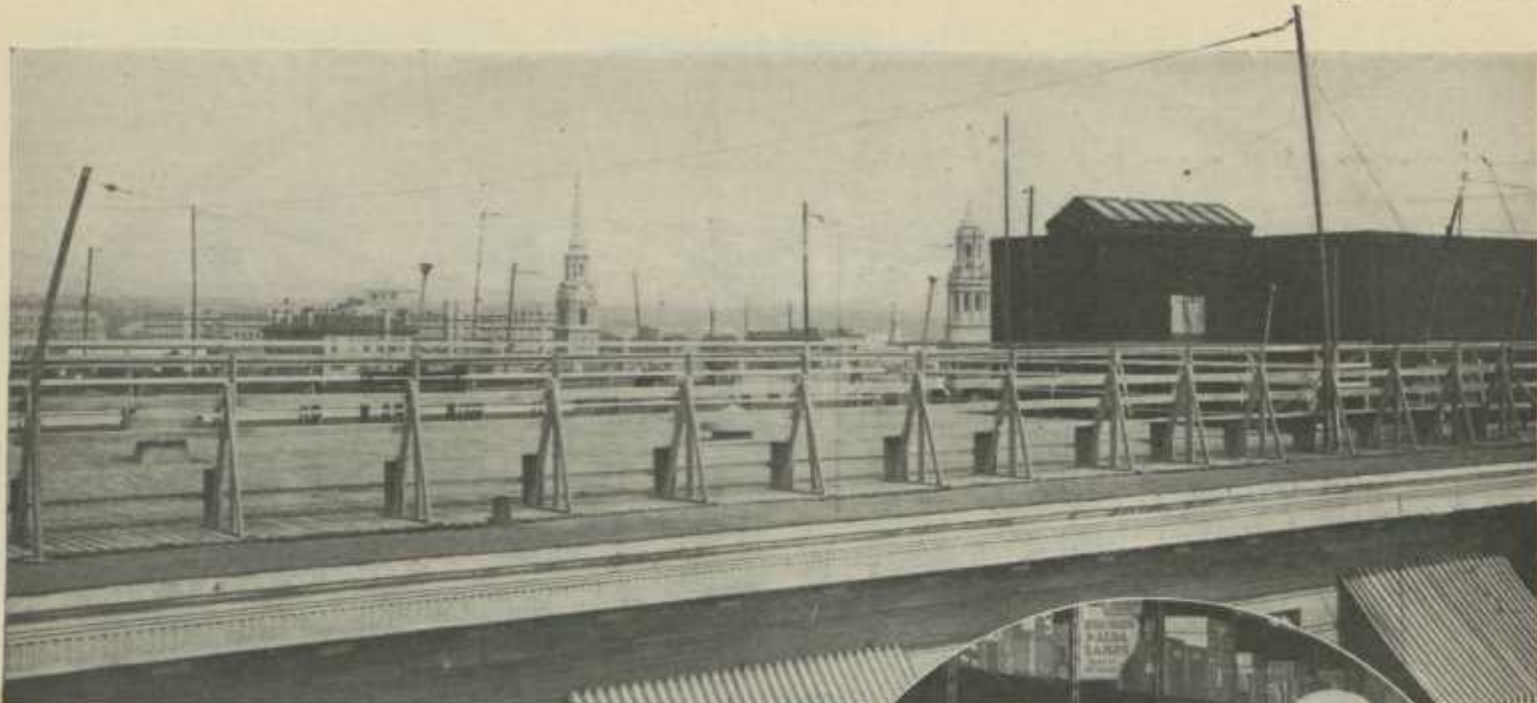
ALWAYS, the efficiency of motor truck transportation must be measured in ton miles per dollar. So measured, the constant advancements and improvements in the structure of General Motors Trucks show clearly their immense value to the haulage buyers of America. From the beginning of the truck industry, General Motors Truck Company has required GMC Trucks to show a consistent increase in the value of the service they perform, and a steady decrease in the cost of performing it.

General Motors Truck Company, Pontiac, Mich.

Division of General Motors Corporation

General Motors Trucks

When writing to GENERAL MOTORS TRUCK COMPANY please mention Nation's Business



SCOUTS, WASHINGTON, D. C.

Not a boardwalk, but a roof-line view of radio progress in America. Aerials as far as you can see! Experts estimate that there are more than 4,000,000 sets in operation in this country.

Growing Pains of An Infant Industry

By EARLE C. REEVES

THOMAS A. EDISON was invited to attend a Radio World's Fair in New York last summer. He came and passed through the gates and into the throng before either the management or reporters knew he was there.

A half-hour later he emerged, all but exhausted by his battle with throngs which had packed Madison Square Garden to the danger point.

As he mopped his face with his handkerchief, he was asked:

"Did you ever see a crowd like that at a phonograph show?"

"Never. Never."

He shook his head, chuckled as if that were a very good joke on the inventor of the "talking machine," then added:

"You get a Turkish bath and a souvenir in there for fifty cents."

That was a good line for America's newest infant industry, coming from the man who had won the title of Electrical Wizard. That showed how popular radio had become.

But the interview continued.

"It is unfortunate," said Edison, "that radio has got off to a bad start because it lacked sound financial organization."

Radio off to a bad start?

Radio lacks sound financial organization?

I think I can hear again the amazed questions. Weren't we doing \$350,000,000 worth of business during 1924? Was not the Radio Corporation listed on the Stock Exchange only the other day? Are there not \$60,000,000 worth of radio securities among the recognized industrial issues now traded on the Curb Market? Is it not true that credit companies have extended partial payment

facilities to radio, similar to those enjoyed by the older, more firmly established motor industry? Has not radio become, this year, a recognized piece of living-room furniture?

Yes, all these things were true.

Nevertheless, Radio lately has been emerging from the Turkish-bath temperature of a hectic sales season into the chilling air that always circulates in silent salesrooms and the shock is causing Radio to scratch a perplexed head and begin to wonder if there may have been at least some truth in what Edison said.

The Going Has Been Fast

THE GENTLEMAN the cartoonists put under a derby hat, the pocketbook-carrying individual—in other words, Mr. Consumer-of-All-Goods—began discovering radio four years ago this summer. Intricate campaigns are planned for the purpose of opening his pocketbook. Because, in the aggregate, it holds about all the dollars there are.

But he has had a weak spot these last three years or so. While others hired brains for the planning of the assault upon his purse, he opened it eagerly, rushed up to Radio's counter and shoved across nearly one billion dollars. For all the folks behind that counter—the dealer, distributor, manufacturer, broadcaster, inventor—the going has been fast.

One company sold, last year, goods having a retail value of \$100,000,000 and of this, forty millions moved in December and No-

Mr. Consumer has shoved nearly one billion dollars across Radio's counter these last three years. But Radio is emerging from this radiant period, and is trying to get a sterner view of life



COURTESY RADIO CORPORATION OF AMERICA

vember. More recently, a big department store, pushing a sale with double-truck advertisements in the newspapers, sold almost a million dollars' worth of radio goods across the counter in a single day.

Because the going has been fast, the stopping is all the more sudden. And each summer Radio stops—almost. The engineer says there is static in the air; and the radio merchant agrees to that, but he has a different notion about static. The static disturbance he recognizes is a restlessness among folks which sends them away from home. There is no "good old summer-time" on the radio calendar. That might be set down as Axiom No. 1 of the radio business. It is seasonal.

Manufacturer, wholesaler and dealer have faced trouble in discovering this fact. Many a promising young inventor has blithely set out to become one of the new "radio millionaires," only to walk blindly into disaster because of failure to realize the financial problems involved in carrying on for those months during which the public all but ceases

"Yes—but my business is different"

The club car was almost empty, so that it was natural that the two business men should fall into conversation, particularly as they were in allied industries.

Mr. Whipple (you know Whipple of the National Products Corporation, don't you?) happened to mention office equipment.

"We put our letterhead on Crane's Bond a couple of years ago. A wonderful sheet. We call it selling expense instead of charging it to the office upkeep."

Whipple shifted his cigar to the other side.

"It really is, you know," he declared, with a sidelong glance.

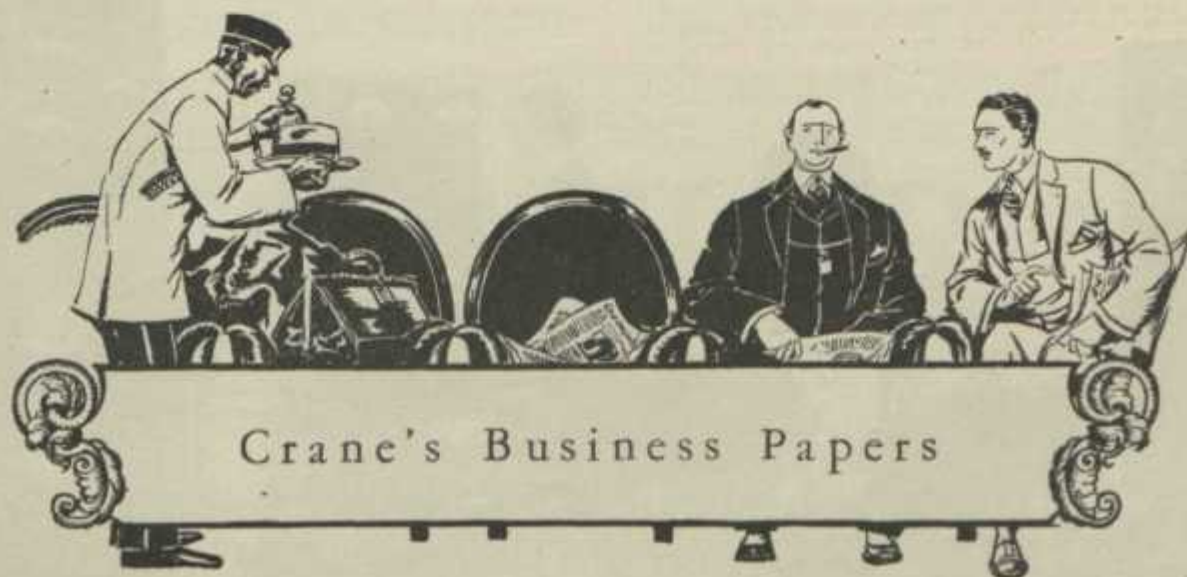
"Yes," said the other (a fellow by the name of Burnham), "but my business is different. We have only one end in view—economy. It is the order that counts. I agree with you that fine stationery characterizes the house with which one is doing business—"

"Right," said Whipple, jumping in, "and that's just what *your* customers say, too. Of

course, it's the order that counts. All your advertising and selling and good will and fine offices and other assets, tangible and intangible, come down finally to orders. It's the same in our line—in all lines. Get that my-business-is-different stuff out of your system right now. And you might ask the man who does your letterheads about an estimate on Crane's Bond."

Then the conductor called "Indianapolis" and Whipple went out to collect his baggage. Burnham was uncomfortable. Suppose Whipple was right—

More and more business men are coming to realize that the casual impression a business makes on the outside world has a dollar-and-cents value. There are businesses whose standing is expressed by a wood pulp paper, or by a rag content paper—or by Crane's Bond, which is made of all new white rags by people who have been making fine paper for just a few months less than a century and a quarter.



CRANE & COMPANY, INC., DALTON, MASSACHUSETTS

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buying. When this seasonal slump rolls around—and this year it was accompanied by wholesale dumping of goods through sales—the men nearest the counter, the retailers, begin asking questions. Hasn't this thing gone on about as long as may reasonably be expected? When will the saturation point be reached?

Radio is emerging from the radiant Pollyanna period and trying to get a sterner view of life. Life is not only real, but earnest.

"Heretofore we have had one grand merchandising joy-ride," one of the leading sales executives of the industry told me. "People have flocked into stores begging to be allowed to spend their money. We have had a seller's market. Selling effort has not been necessary. Advertising, window dressing and canvassing have been spasmodic.

How Many Sets Can Be Sold

"EXPERTS estimate there are now more than 4,000,000 sets in operation in the country. Four million homes. But there are nearly 12,000,000 phonographs in the country, more than 15,000,000 automobiles, 14,000,000 telephones, and around 25,000,000 homes. These figures answer questions regarding saturation.

"It is reasonable to expect that 6,000,000 more sets will be sold without much effort. The rest of the population—living in nearly 15,000,000 homes—I divide into first, second and third-line prospects.

"First: There is the well-to-do, progressive middle-class family, composed of persons whose lives are so filled up that radio has not seemed a compelling interest. Some of these are 'sold' on radio, but have not decided what kind of set to buy. Most of this class are persons who vaguely want a set, and are in the market for one costing \$1 to \$500 if somebody steps forward and 'sells' it to them.

"Second: Among second-line prospects I rank the tinkerer who has a home-made set and has now decided he will never become a second Marconi. He would like to have a standard-distance set, enclosed in a good piece of furniture. He thinks that he knows all about radio, and must therefore be handled intelligently. In this class also are the newlyweds, and growing boys—an endless stream of new prospects.

"Finally: The third line is composed of persons who have not the money for luxuries or entertainment always at hand. They are far more numerous and therefore easier to reach

with newspaper advertising. They are potential customers because they will have money in time. Moreover, quantity production is reaching them. Three years ago it cost \$150 to get into the radio game with a tube set; today it can be done for \$35. The time-payment plan is doing the rest."

Radio, then, is deciding that it is high time it stirred itself and did a few jobs of selling instead of waiting for voluntary contributions from the public.

Will "saturation" ever arrive? In a sense, no. That is the consensus of opinion just now; for the infant has had a look over commercial history to see what happened to other youngsters. In every case, it is discovered, the newcomer found himself cluttered up with Wallingfords, patent infringers and enthusiastic incompetents until old man "Economic Pressure" plucked them off one by one; and an organized business emerged, which, in the case of bicycles, sewing machines, pianos, etc., turns over more goods each year now than in the heyday of newness.

But everybody has sold radio equipment so far; who will sell it as the business becomes stabilized?

"Every time I sell a set," a department-store owner moaned, "I have to go right on living with the darned thing."

Buyers Want Lots of Service

ANOTHER axiom—reached by the stumble-in process. Most of the buyers do not know anything about radio, never will learn and will continue to demand extensive "garage service," or its equivalent. Therefore, says one school of thought, the department store is "out" of the merchandising picture of the future. It is very much "in" today, one chain of stores being, perhaps, the biggest single retail sales unit for radio goods.

"Only the specialist who can give periodic inspection of sets, advice regarding operation and intelligently handle repairs and replacements is fitted to survive," says the specialist who is able to do all of these things, and who uses as many men below stairs as he does in his salesroom.

"It is no longer possible to enter the radio retail business on a shoestring. The opening of a shop in a small town even should involve today a five-thousand-dollar stock and a five-thousand-dollar balance."

On the other hand:

"We find," said the sales manager of dis-

tributing concern whose business runs around a million a week, "that the shops which deal in radio goods only have a hard time during the slump season. Many of them get pinched off entirely. We are seeing what we can do to encourage shops to handle other electrical goods as a carry-over."

A year or so ago I was shown a cabinet containing names of 22,000 concerns which sold radio goods. The other day I was given an estimate of 15,000.

I have a friend whose job it is to interest garage owners, service stations and motor-sales concerns in handling radio sets, on the theory that while their business is dull radio is booming and, moreover, that automobile men have experience with both credit and servicing.

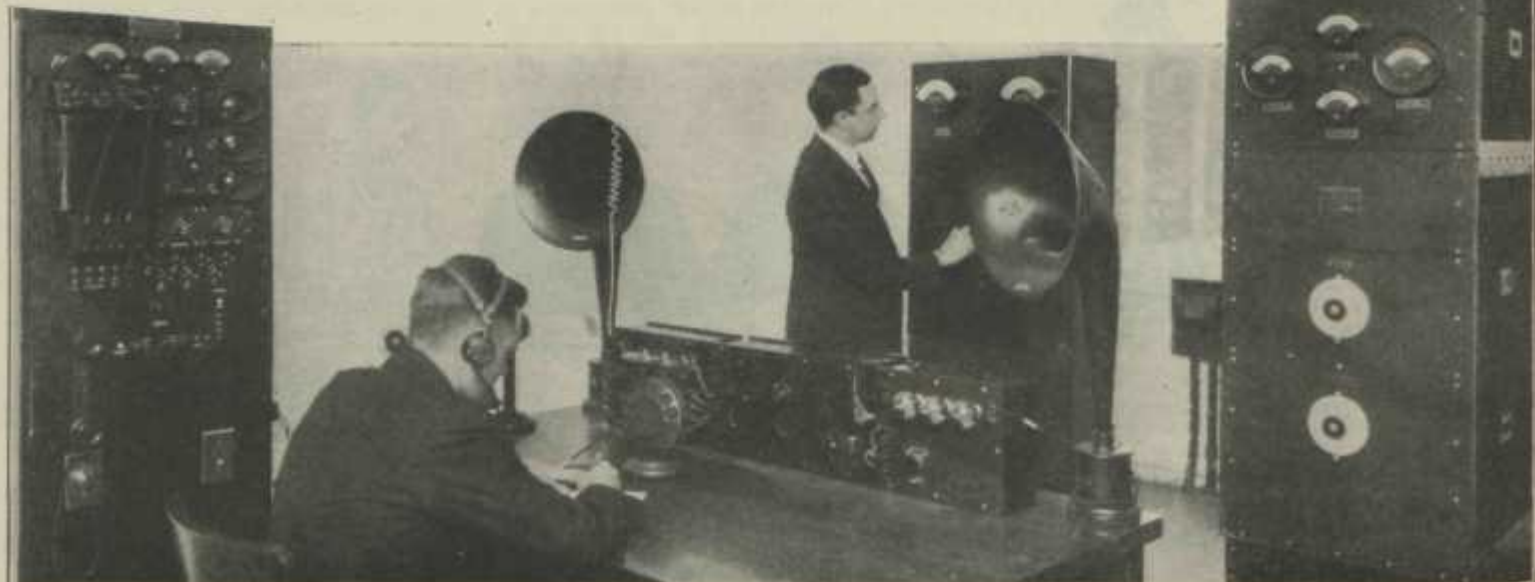
Has Problems to Think Out

ON THE other hand, it is becoming recognized that music dealers have similar attractions as selling agents, with, in addition, knowledge of the chief form of entertainment plucked out of the air.

All of which indicates that radio is gradually thinking its way through the merchandising problems which it faces as John Citizen quits rushing so anxiously up to the counter and waits at home for someone to come and sell to him. The infant industry is beginning to learn that it must fight. A little more than a year ago there were said to be 3,000 manufacturers; today the guess is 2,000. In three years, more than 1,200 broadcasting stations have been licensed; only about 500 are functioning today.

Radio is learning not to stock up too heavily. Technically, the goods "have a high rate of obsolescence." In the vernacular, somebody invents something every few months or so that makes junk of shelves full of glistening wireless equipment.

Radio is learning that it must wrap up two sets in one package. When John gets interested and buys, he becomes a "radio golf" bug. He wants to get London, Honolulu, Hongkong and Mars every night. The receiver sold to him must have reaching qualities. After a while it dawns on him that he gets screeches mostly—especially, perhaps, from Mars—while there's some entertaining program near at hand that comes in strong. Then



COURTESY WESTERN ELECTRIC

In three years, more than 1,200 broadcasting stations have been licensed; only about 500 are functioning today. A good broadcasting station costs \$100,000 a year up to maintain. When the newness wears off, who will pay the bill?

Do you get what you're entitled to?

WHAT you pay for, when you go to a hotel, is comfort, cleanliness, an interested personal service.

These hotels have gone farther, we believe, in supplying those things than have any other hotels anywhere.

There's not a room in any of them which doesn't have its own private bath, circulating ice water, and the other Statler conveniences that are built in, to make comfort automatic, so far as possible.

And you have more than one kind of restaurant to choose from, in these hotels—for in addition to the regular dining-rooms you expect to find in hotels of the first class, we provide also a cafeteria, or a lunch-counter, or both.

As to cleanliness—we probably spend more money for maintenance of these houses than you'd consider at all reasonable or necessary. That's the way we keep our hotels new, our equipment and furnishings up to our high standard. We discard, every year, thousands



of dollars' worth of furnishings which still have years of usefulness in them, but which don't qualify with us for "newness" of condition.

And perhaps you know where we stand on the question of service. Our organizations are not new, but are well-built, well-trained, well-seasoned, operating under policies which state, with the utmost plainness, that no transaction is concluded in these hotels until the guest is entirely satisfied. We pledge you, from the minute you come in our door, an interested, gracious, satisfactory personal service from every employee with whom you come in contact—and there's always somebody on the job, representing the management, to see that you get prompt adjustment and satisfaction if you have to complain.

Those are all things that you're entitled to when you're traveling. And you'll always get them at these hotels.

Emory

Rates are unusually low in comparison with those of other first-class hotels:

Single rooms are from \$3 in Cleveland, Detroit and St. Louis; from \$3.50 in Buffalo, and from \$4 in New York.

Twin-bed rooms (for two, with shower bath) are from \$5.50 in Cleveland, Detroit and St. Louis; from \$6.50 in Buffalo, and from \$7 in New York.

And remember that every room in these houses has its own private bath, circulating ice water, and many other conveniences that are unusual.

In every room, too, is posted a card on which is printed the price of that room. We believe in the policy of one price, and a square deal—and therefore mark our goods in plain figures.

Boston's Hotel Statler is building:

In the Park Square District of Boston (Columbus Ave., at Arlington and Providence Streets) construction has begun on the new Hotel Statler—which will have 1300 rooms, 1300 baths, and all the comforts and conveniences for which these hotels are world-famous.

Buffalo—and Niagara

The newest Hotel Statler, (1100 rooms, 1100 baths) is in Buffalo—delightfully situated on Niagara Square. Across the street from it is the new Statler Garage, a marvel of convenience throughout—and especially appreciated by tourists visiting NIAGARA FALLS, which is but 23 miles away. The old Hotel Statler in Buffalo is now called HOTEL BUFFALO.

STATLER

Buffalo~Cleveland~Detroit~St. Louis

HOTELS

Hotel
Pennsylvania
New York

The largest hotel in the world—with 2200 rooms, 2200 baths. On Seventh Avenue, 33d to 34d Streets, directly opposite the Pennsylvania Station. A Statler-operated hotel, with all the comforts and conveniences of other Statlers, and with the same policies of courteous, intelligent and helpful service by all employees.

And Statler-Operated Hotel Pennsylvania~New York

he wants a quality reproduction set. As he cannot buy two, the manufacturer—to keep a satisfied customer—must make a two-in-one.

And that brings us to the problem of most popular import.

Who will pay for broadcasting?

Radio had brilliant publicity possibilities. All sorts of manufacturing and business concerns wanted broadcasting stations for the advertising it would give. There was a rush. In Philadelphia today four department stores operate stations. But these are expensive things; and the annual cost of operation inevitably exceeds original construction cost. A good station may run from \$100,000 a year up, the top at present being \$320,000. And so far, nearly all of the program material—the artists' services—have been donated.

When the newness wears off, who will pay? Certainly so long as radio sales continue as in the past, the manufacturer will have ample reason for giving the public something to which to listen. But as the public becomes more critical and receivers more general and more standardized, broadcasting will need a sounder foundation.

Great Britain collects 10 shillings (\$2.50) a year license fee from owners of receivers, and despite the fact that "bootleggers" are said to run into the hundreds of thousands, the yield has been as high as \$2,500,000 in a year for the broadcasting monopoly; and this broadcasting income is increasing at about \$125,000 a month. It is conceded that that cannot be done here; we want neither a monopoly nor a tax.

The nearest equivalent which the industry now sees is the assessment of the public by the industry; by adding, say, a dollar to the price of each tube and thereby collecting an average of \$3 to \$5 from each set owner to be used for his entertainment.

But it is argued that this would become necessary only in the event that the public was practically "sold up"—everybody had a

set, the perfect set had been invented so that the owners were not tempted by "eight-cylinder, four-wheel-brake and balloon-tire" equivalents—and that replacements were negligible.

This assessment cannot be placed on the batteries because after a while there will be none, as the receiver will draw its juice from an Edison power-station somewhere, through an electric-light base plug. But this is hypothetical.

A very practical experiment is being made. A part of the cost of broadcasting is to be paid by the advertiser. First, it has been very definitely established by experiments to date that effective good-will advertising can be done over the ether wave; but that any attempt at direct advertising has a kick-back as prompt, vigorous and disagreeable as that of an army mule.

Advertising via the Radio

NATIONAL advertisers, therefore, are experimenting with the linking of a trademarked name with entertaining programs, or with rich and varied "musical hours"—even with the monologues of humorists. By various means, then, they check back to discover what are the results.

If the manufacturer of Cutclose razor blades tries to tell the listening world that they are gold plated, wouldn't harm a babe, come in sanitary packages, six for a quarter, and so on, he is asking for trouble. The radio bug has him marked down with a black mark and will grow a beard, if necessary, to avoid buying the product.

But if he puts Anna Case, Mary Garden and Elsie Janis on the air in a "Cutclose program," John beams and concludes that shaving is a positive pleasure.

Having, so it thinks, established this much about the newest form of advertising, one station is building a national magazine, to have simultaneous publication in eighteen

towns. Eighteen stations in the eastern half of the United States are to be linked by wires and during certain hours will broadcast identical programs. The best that Broadway offers will be available on the farm; and a part of this best will be programs of advertisers. This hook-up, it is estimated, will reach sixty per cent of the "radio population" of the United States.

An advertiser may pay around \$5,000 to hold the attention of this audience for an hour. More properly, \$4,000 for the use of the great broadcasting machine for an hour, and perhaps \$500 to \$1,000 for the services of artists. If he wants to contract for one hour a week for a year the outlay might run somewhere around \$200,000, of which the direct broadcasting charge would be about \$150,000.

That, this corporation believes, offers the solution of the question "Who shall pay for broadcasting?" and at the same time should insure constantly better quality programs. And the higher the quality of the program, the more interest the public has in buying sets.

Or, taking another whack at it, Radio, in the beginning of the fifth year of its life, is endeavoring to get a couple of snowballs started to rolling.

On the one hand, quantity production increasing the number of prospects almost in geometric progression. A year ago, for a distance set, a \$100 minimum; today, for approximately the same thing, \$35.

On the other hand, an experimental broadcast layout in which every advance in quality of paid program pays the advertiser and every betterment of quality in either paid or unpaid program pays the industry, by increasing the public interest in owning a radio receiver.

This is more or less equivalent to harnessing up a couple of economic laws. Radio has decided to go somewhere intelligently.

The Map of the Nation's Business

By FRANK GREENE

Managing Editor, "Bradstreet's"

THE FEELING of cheerfulness that had its inception in late May and became widespread in June reached notable proportions in July when in a month not usually noted for such developments a really optimistic view as to trade and industry generally pervaded the business world.

The rise in the stock-market averages, more especially in the industrial list, to new high levels, no doubt aided powerfully in bringing about some of this cheerful feeling, while the exceptional activity in a few lines, notably building, building materials, and silk and automobile-tire manufacturing, did something to solidify optimistic thought.

The fact that industry generally did not, as earlier feared, recede as it did in July a year ago, thus making for better-than-expected employment, also helped. Midsummer retail trade though below June was certainly better than a year ago, fall buying was more perceptible, business failures and liabilities continued to decrease from last year and the bank clearings outside of New York increased over June.

The apparent illogical situation was noted of trade, impressed by farm-product prices being higher than a year ago, losing sight of

the fact that these higher prices were mainly based on smaller prospective crop yields.

Americans generally have gotten away from the time when big yields, pure and simple, were hailed as a stimulant to business. The answer is probably that there never really was any profit in the old-time burdensome surpluses, except possibly to the railroads in the form of enlarged tonnage, because the surpluses had to be sold in the world's markets at any price they would bring.

The upward movement in all wholesale prices, except for farm products, which began in May, went further in July to a point indeed higher than at any time since late in 1920. An upward rush of prices may have its drawbacks later. Several times in the past half dozen years the results of these advances have not been such as to commend themselves to ultimate consumers. Speculation as to just where and when the price shoe will pinch sufficiently hard, however, remains a problem. There are those who think that consumption would be vastly stimulated if prices generally could be gotten down uniformly to a lower level.

Crop developments have been closely watched, but the advices from nature's

laboratory have not been altogether conclusive. About the surest thing involved was that the late-, like the early-crop, season is an early one and that danger from frosts in the north and boll weevil at the south is rather slight. The promise at present is about as indicated a month ago, that is for a big corn crop, say 3,000,000,000 bushels against 2,437,000,000 bushels a year ago.

Spring, like winter wheat, will be below a year ago. While cotton is indefinite, a crop fully equal to last year's 13,600,000 bales is probable.

Potato and tobacco yields will be short of last year.

Drouth and heat from Minnesota west to the Pacific hurt spring wheat, drouth in south and central Texas reduced the probable cotton yield and the area in potatoes pretty well insures a lessened yield. It is still too dry for corn west of the Mississippi River. None of the crops except wheat is what might be called actually short, but the largely increased acreage in most has hardly been compensated for by equally large yields.

It is different with the prices in most cases, however. Potato prices so far have been enormously higher than at the like period

Three great factories are devoted exclusively to the manufacture of International Trucks. The 111 company branches listed here are scattered from coast to coast—the farther you go from one the nearer you get to another. This is the largest company-owned truck service organization in the world.

Aberdeen, S. D.
Akron, Ohio
Albany, N. Y.
Amarillo, Tex.
Atlanta, Ga.
Aurora, N. Y.
Aurora, Ill.
Baltimore, Md.
Billings, Mont.
Birmingham, Ala.
Bismarck, N. D.
Boston, Mass.
Brooklyn, N. Y.
Buffalo, N. Y.
Camden, N. J.
Cedar Falls, Iowa
Cedar Rapids, Iowa
Charlotte, N. C.
Chattanooga, Tenn.
Cheyenne, Wyo.
Chicago, Ill. (3)
Cincinnati, Ohio
Cleveland, Ohio
Columbia, S. C.
Columbus, Ohio
Council Bluffs, Iowa
Dallas, Texas
Davenport, Iowa
Dayton, Ohio
Denver, Colo.
Des Moines, Iowa
Detroit, Mich.
Dubuque, Iowa
Duluth, Minn.
East St. Louis, Ill.
Eau Claire, Wis.
Elmira, N. Y.
El Paso, Tex.
Evansville, Ind.
 Fargo, N. D.
Fort Dodge, Iowa
Fort Wayne, Ind.
Fort Worth, Texas
Grand Forks, N. D.
Grand Rapids, Mich.
Green Bay, Wis.
Harrisburg, Pa.
Helena, Mont.
Houston, Texas
Hutchinson, Kan.
Indianapolis, Ind.
Jackson, Mich.
Jacksonville, Fla.
Jersey City, N. J.
Kankakee, Ill.
Kansas City, Mo.
Knoxville, Tenn.
Lincoln, Neb.
Little Rock, Ark.
Long Island City, N. Y.
Los Angeles, Calif.
Louisville, Ky.
Madison, Wis.
Mankato, Minn.
Mason City, Iowa
Memphis, Tenn.
Milwaukee, Wis.
Minneapolis, Minn.
Minot, N. D.
Nashville, Tenn.
Newark, N. J.
New Orleans, La.
New York, N. Y.
Ogdensburg, N. Y.
Oklahoma City, Okla.
Omaha, Neb.
Parkersburg, W. Va.
Parsons, Kan.
Peoria, Ill.
Philadelphia, Pa.
Pittsburgh, Pa.
Portland, Ore.
Quincy, Ill.
Richmond, Ind.
Richmond, Va.
Rochester, N. Y.
Rockford, Ill.
Rogers, Mich.
St. Cloud, Minn.
St. Joseph, Mo.
St. Louis, Mo.
Salina, Kan.
Salt Lake City, Utah
San Antonio, Texas
San Francisco, Calif.
Shreveport, La.
Sioux City, Iowa
Sioux Falls, S. D.
South Bend, Ind.
Spokane, Wash.
Springfield, Ill.
Springfield, Mass.
Springfield, Mo.
Terre Haute, Ind.
Toledo, Ohio
Topeka, Kan.
Watertown, S. D.
Wichita, Kan.
Winona, Minn.

The above company branches and more than 1500 dealers the country over insure to International owners everywhere all the service from these trucks that the Harvester Company has built into them.



The New Chicago Tribune Tower at night

High Praise

THE Chicago Tribune, one of the world's most successful newspapers, and its New York associate, The News, with the largest daily circulation in America, both use International Trucks to meet their strenuous hauling needs.

Eighty-five Internationals—Speed Trucks and Heavy Duties—are taking care of this day and night metropolitan newspaper work most satisfactorily. Internationals

have been doing the job so well for years that these newspapers have ordered twenty-five of the trucks so far this year.

Trucks that are accustomed to meeting such high pressure demands may be depended on to do your work efficiently. Internationals are delivering just such service wherever trucks are used—living up to the reputation that other products of the Harvester Company have earned and held for almost a century.

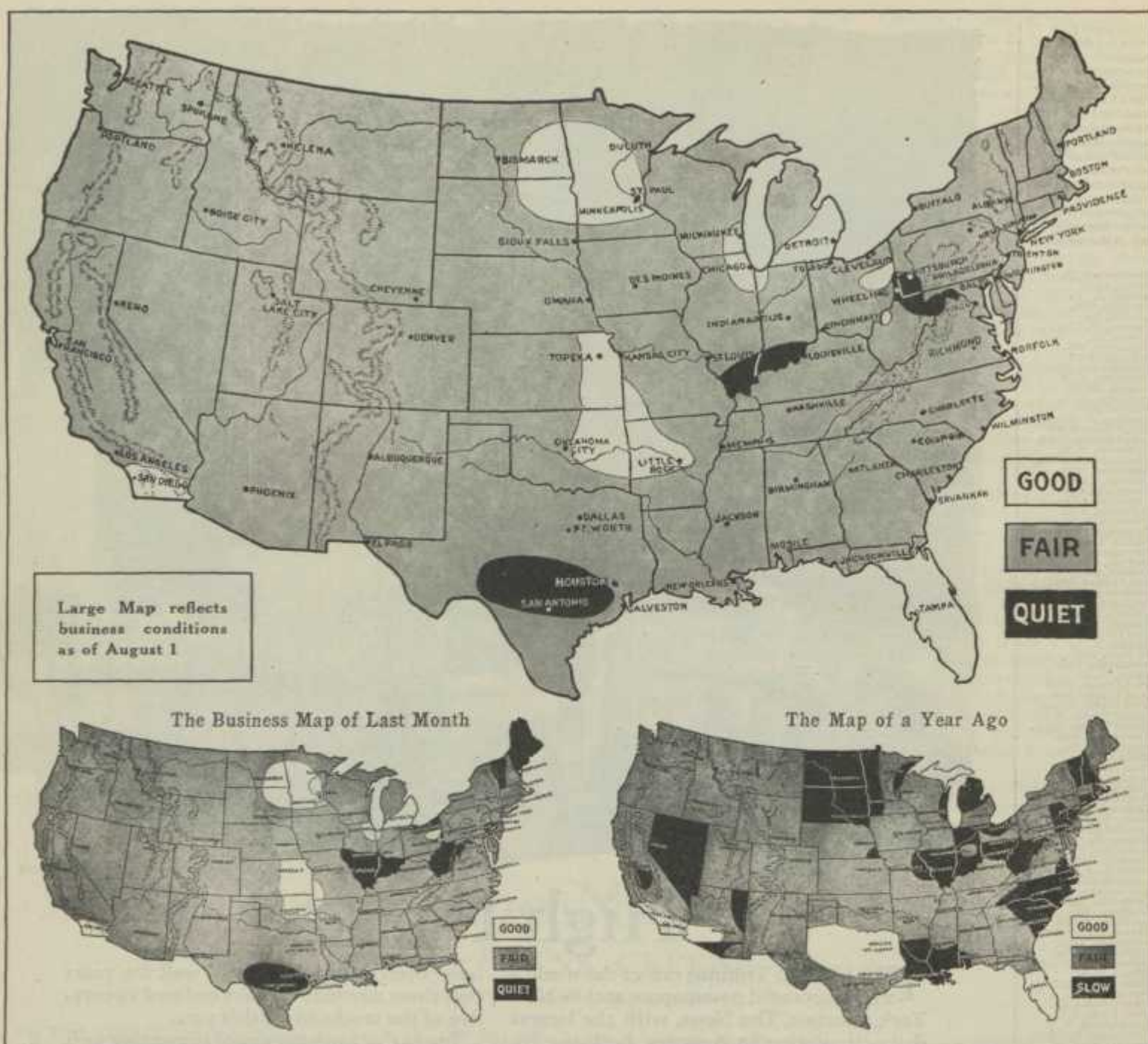
The International line includes a Speed Truck for 2000-pound loads; Heavy-Duty Trucks ranging from 3000 to 10,000 pounds, maximum capacities; and Motor Coaches for all requirements.

INTERNATIONAL HARVESTER COMPANY
OF AMERICA
(INCORPORATED)
606 SO. MICHIGAN AVE. CHICAGO, ILL.

INTERNATIONAL HARVESTER TRUCKS

F O R L O W - C O S T H A U L I N G

When writing to INTERNATIONAL HARVESTER COMPANY OF AMERICA please mention Nation's Business



last year. Even in the southwest where reductions from a year ago's wheat yield were heaviest, prices of that grain, owing partly to better grade and quality, partially offset the lessened yield. Corn prices were not as high as a year ago on August 1 although close to the end of a short crop and the much larger crop indicated this year may bring a lower price. Oats prices are definitely lower despite a lessened crop.

As this is written the outlook in the anthracite-coal industry favors a strike on September 1, the operators refusing the advance asked in wages and the union check-off demand. This latter means that the operators should bind themselves to collect the dues for the union. The miners' representatives refused to arbitrate the matters in dispute or to remain at work pending possible agreement.

The bituminous-coal miners' demands seem rather in abeyance, but there seems to be the making of a good deal of trouble in this industry. So far the country has taken the prospect of a strike rather indifferently, the

feeling being that these matters would be adjusted, but the visible effects of the trouble so far have been advances of 25 to 50 cents at retail and wholesale respectively in anthracite and a notable acceleration in late July in production of both kinds of coal.

Despite rumors, the stocks of coal on hand do not seem especially large, not much over a month's supply in each case. Output from January 1 to mid-July was only 4,000,000 tons larger than a year ago in bituminous coal—about half a week's output—while anthracite production up to mid-July was about equal to a year ago.

A big, probably a record year, is certain in building, this despite a big shrinkage in New York City building. The half year's total of building permitted for was \$1,925,000,000 at 180 cities a gain of 7.5 per cent over the big first half of 1924, which in turn was 7 per cent ahead of 1923. New York's total is 15.4 per cent behind the record first half of 1924, but the total outside of that city is 17.6 per cent larger than in 1924. The July total points to a gain of 50 per cent over July, 1924.

Cement, in demand for building as well as road construction, is making new high records monthly; structural steel has sold very largely, some of this came from abroad, by the way; and lumber, despite some lagging early in the year, shows orders, shipments and production 6, 3.5 and 3.7 per cent respectively ahead of last year with complaints as to low prices not quite so numerous as a while ago.

A recent forecast of the world wheat output is for 3,064,000,000 bushels against 2,948,000,000 bushels a year ago, a gain of 116,000,000 bushels. In other words, about the same crop as last year is indicated even with the big losses scored in the United States and India. Current-trade estimates are that our total crop of all wheat will be 660,000,000 bushels.

The Agricultural Department estimated old wheat in mills and elevators on July 1 in this country at 25,000,000 bushels, and those on farms at 30,000,000 bushels, which, added to Bradstreet's visible as of June 27 of 31,803,000,000 bushels, made up a total carry-over

PACIFIC NORTHWEST



With healthy rivalry the seaport cities of the Pacific Northwest have vied in building port facilities that are unsurpassed in the harbors of the world

Nearer BY DAYS to the Orient!

Shippers save from two to ten days and thousands of dollars by routing their trans-Pacific shipments through Pacific Northwest ports.

These are the nearest American ports to the Orient. They are from 300 to 400 miles nearer by straight lines. They are nearer still by shipping lines.

Yokohama, for example, is 1179 miles nearer the Pacific Northwest because the other common trade route to our Pacific Coast is by way of Honolulu.

This means a saving of almost one-fourth of the time in shipments to and from the Orient. It means a saving in the cost of ship operation, interest charges and insurance.

This is an especially important advantage in shipments of products of high value, where large amounts of capital are tied up and interest and insurance charges are heavy.

Thus, more than 70 per cent of the raw silk imported from the Orient enters the United States through the Pacific Northwest. And 80 per cent of the trans-Pacific mail is handled through the Seattle post office.

In addition, the rail haul to the principal Eastern cities is shorter from the Pacific Northwest.

These are some of the reasons why the ports of Washington and Oregon dominate foreign trade on the Pacific Coast.

"The immutable law of the short haul" makes these advantages permanent. They will become increasingly important, just as they have in the Atlantic. They have contributed toward the Pacific Northwest's amazing growth of foreign commerce in the past. And they insure its continued leadership in the future.

The Chicago Burlington & Quincy R.R.

The Northern Pacific Ry.

The Great Northern Ry.



HOLDER TOP

The soap is held by a threaded metal ring—no chance of its working loose. There are re-loads for both Williams sticks.

DOUBLE-CAP

This new but already popular stick gives a firm, full-hand hold even when the soap is worn to a thin wafer.



Brighten tomorrow's shave

by using either one of these two Williams Shaving Sticks

HERE is your choice of shaving-stick holders—each a triumph of ingenuity.

Note the holder on Doublecap, the stick at the right. Always ample space for your fingers. Holder Top, at the left, has a threaded metal band on the end which screws into a metal holder. No chance of the soap working loose in either one.

Whichever of these holders you choose, you get the same famous shaving lather—Williams!

Williams is a rich, thick lather that bulks large on the face. Its wetness penetrates the oil film on the beard so that almost instant softening takes place. Its mild quality leaves the skin at the end of the shave feeling wonderfully softened and soothed. You'll see a decided improvement the first time you shave with Williams. It is made by shaving soap specialists. No wonder it gives a better shave!

Choose one of these sticks today. Williams sticks are unusually long lasting and therefore economical. Your dealer has them.

At once after you shave—pat on *Aqua Valva*, the new scientific after-shaving preparation. A few drops keep the face like velvet all day long. We'll gladly send a 150 drop test bottle FREE. Address Dept. 89, The J. B. Williams Company, Glastonbury, Conn. If you live in Canada address The J. B. Williams Company, (Canada) Ltd., St. Patrick St., Montreal.

Williams

of 87,000,000 bushels, which contrasted with 106,000,000 bushels carried over last year and 102,000,000 bushels two years ago. It estimated the total supply for the old season of 1924-25 at 985,000,000 bushels distributed as follows: 88,000,000 bushels for seed, 195,000,000 bushels for export, 87,000,000 bushels for carry-over, 540,000,000 for milling and 75,000,000 bushels for wheat fed on farms and for miscellaneous uses.

With a crop of 660,000,000 bushels and the carry-over of 87,000,000 above, a supply of only 747,000,000 bushels is indicated for 1925-26, a decrease of 238,000,000 bushels from last year's supply. This looks like supplies being on a purely domestic basis and seems to guarantee pretty good prices for the new crop, these latter being (on August 1) 15 per cent above a year ago, New York cash prices taken.

One of the features of the industrial situation which sets it apart from that of a year ago was the failure of the reaction, which became visible in March, to go as far as it did last summer. As already noted, silk, cement and rubber manufacturing have broken records this spring. In addition, automobile, pig-iron, steel, cotton and woolen manufacturing and lumber production, to cite a few more prominent instances, have all exceeded a year ago in output. July saw pig-iron output at probably its lowest ebb for the year, and August 1 furnace capacity was a shade larger than on July 1. Pig-iron and steel price averages are slightly below a year ago, with little change for the month except in steel scrap, which is higher.

The nonferrous metals—copper, lead, zinc and tin—all advanced in July, and copper buying was reported very heavy.

Auto Manufacturing Active

AUTOMOBILE manufacturing, while below the peak of April, was very active for midsummer, new models, many of these at lower prices, bringing in good buying. The rise in rubber in early July from 81 cents to \$1.21 was completely cancelled by a drop back to 81 cents in the last week of July and the first week of August. Reports that more British rubber was to be released and that much old rubber was being reclaimed made it look as if the great speculation which lifted rubber from 25 cents a year ago to \$1.21 in July was temporarily halted.

Following the great activity of July in manufacture of tires and other rubber goods came reports that some smaller manufacturers were unable to get enough rubber to supply their needs and were slowing down in purchases of cotton products used with rubber in tire manufacturing. Rubber sold at \$1.40 in 1913 and at 14 cents in 1922.

Cotton manufacturing slowed down in June, southern mills running at 95 per cent and New England mills at 75 per cent, with a total for the industry of 89 per cent, as against 100 per cent in March and April, but exceeded June and July a year ago, when the percentages were 64.6 per cent and 60.3 per cent. Car loadings jumped above the million mark in the fourth week of July and rose still higher in early August. June gross railway earnings were 9 per cent, and net operating income was 3.9 per cent ahead of a year ago in June. For six months the gain in gross is about 1 per cent, in net about 11 per cent.

In foreign trade, exports for the fiscal year totaled \$4,867,000,000 and imports were \$3,554,000,000, gains of respectively 12.8 per cent and 7.5 per cent over the preceding year. Of the \$553,000,000 gain in exports over 1923-24, \$290,000,000 was accounted for by increased wheat, flour, barley, rye and oats

shipments because corn and rice decreased. Raw cotton and cotton goods and other manufactured exports generally furnished the rest of the gain. Exports of meats fell off, largely because of higher prices.

An interesting statistical showing is made by an addition of the exports and imports of merchandise for the dozen years beginning with 1913-14 and ending with 1924-25. A total of \$60,441,000,000 of exports and of \$37,127,000,000 of imports is reached, the balance in favor of exports being \$23,314,000,000. During those same dozen years we imported \$3,988,000,000 and exported \$1,883,000,000 of gold, leaving us with a net import of \$2,105,000,000 of the precious metal. An estimate of the total investments of Americans abroad places it at \$9,500,000,000, which, added to the net gold import of \$2,105,000,000, gives a total of \$11,605,000,000 to show of the \$23,314,000,000 apparently owing to us in the twelve-years' merchandise trade.

Raw and manufactured cotton and wool were unsettled in July. Raw cotton moved down, up and down again within a two-cent range without much net change, impelled thereto by varying estimates of yield. The market was weak early on the Government estimate as of June 25 of 14,339,000 bales, rose sharply on a reduction in midmonth of 750,000 bales from this, but dropped almost the entire amount again on rains late in the month and early in August in the drouth-stricken southwest. Cotton goods felt these influences, but finished higher on fairly active purchasing for two to three months ahead.

Good strength with fair activity distinguished wool early in July following the sharp rise in wool prices in June, but announcements of wage cuts and lower prices for the new spring-weight woolsens and worsteds, and a strike in woolen mills in England made for relative quiet and some price uncertainty later.

The silk industry maintained its position as the most active among the textiles, with reports that some mill hands were likely to demand advances.

The general outlook in the first week of August is good, this, if continued, foreshadowing some lightening of the trade map in the near future.

The Voter's Duty

THOSE of us not "born leaders" are surely born to be led, and the one responsibility is as great as the other. Too few think of the responsibilities in being led, writes Margaret C. Robinson in *The Dearborn Independent*: "Organizations of every kind urge leadership upon us. Never in the world's history has propaganda of all kinds been so rife. Every shade of opinion and every school of thought is organized and asks our support."

How women meet this problem is especially important because, Miss Robinson finds, women are not only culpably ignorant of facts but also complacent in their ignorance.

"Give a bill a good name and thousands will endorse it without investigation," she says, and cites the Maternity bill urged by hundreds of women who never read it.

Whether Miss Robinson is or is not right in her appraisal of women, their ignorance and their selfish aims, it is without a shadow of a doubt true that both men and women hate to take trouble to inform themselves, are ignorant, lie contentedly awash in a syrup of sentimentality. Of course, it is so!

At least—we would hasten to add—we are told so. . . . Before committing ourselves, however, we would wish to investigate and ascertain all the facts on both sides.

Nearly Six Billions Appraised—

THE VALUE of public utility, manufacturing and other properties appraised by Stone & Webster is nearly six billions—

(\$6,000,000,000)

STONE & WEBSTER

INCORPORATED



BOSTON, 147 Milk Street
CHICAGO, First National Bank Bldg.
SAN FRANCISCO, Holbrook Bldg.

NEW YORK, 120 Broadway
PHILADELPHIA, Real Estate Trust Bldg.
PITTSBURGH, Union Trust Bldg.

Quality Is Priced High

—in everything
but paper!

MANY men consider the quality of everything in a printed job except the paper—which they think of only in terms of cost. And yet paper is the very foundation of all printing.

Every dollar you spend on finer art, better presswork and professionally written copy is a reason why you should use the finest paper obtainable.

The difference between a beautifully enameled Cantine Coated Paper and any paper at all is negligible in the total cost of your printed matter.

Give your sales literature the benefit of The Martin Cantine Company's forty years of specialization by specifying Cantine's Coated Paper for every job of printed matter your organization buys. Let us send you a book of samples and the name of a nearby jobber.

THE MARTIN CANTINE CO.

Saugerties, New York

Dept. 253

Manufacturers of fine coated papers
exclusively since 1888.

Cantine's COATED PAPERS

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CANFOLD

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ESOPUS

VELVETONE

Thrift, a Common-sense View

By ALVIN P. HOWARD

Vice-President, American Bankers' Association

WE WERE on our way to California. He was a retired merchant seeking a congenial climate for the winter and I was on my way to the Regional Savings Conference in San Francisco. After discussing prohibition, taxation and conditions in Europe, we tried silence and cigars for the rest of the afternoon.

The next morning he asked if enough men would gather in San Francisco to discuss the savings business to make my trip worth the long journey. That part of it had never occurred to me, but we continued friends, and then he talked about thrift, the same old talk I have heard in one form or another from many men, and a few women, in all parts of the country.

To him thrift was a stale, unpleasant, more or less run-down-at-the-heels thing, the thing that is supposed to make us wear a pair of shoes that we detest for three years, in order to save the money needed for a new pair that we like, the idea of having a hopelessly disreputable four-year-old hat blocked for further duty. That was what he visioned by thrift and saving. He did not see that the person who has learned to conserve time, energy and purpose, has learned to save money, too, while the man, woman or child who cannot save these cannot really save anything. The man who saves time and labor can afford the new shoes and hat, while the other must grumble and complain of the high cost of living.

Another train, another trip, a so-called captain of industry and more discussion:

"Too much saving kills production, hurts business."

"A large part of this saved money goes into worthless speculation, anyway."

Broader Aspect of Thrift

ALL OF which is anticipated when this particular type of narrow-minded citizen gets started. Why not turn it around, "Too much production kills thrift," and then ask a vote of all the people on which is most desirable?

As for the "worthless speculation" we all know that "a sucker is born every minute," and I beg leave to add, "a soft-voiced confidence man every minute and a half." The boll-weevil has not completely destroyed the production of cotton, nor has the hoof-and-mouth disease prevented the raising of cattle, and, as a one-time bond salesman, I call upon my brothers to bear testimony to the fact that the hardest person to sell to is the thrifty individual who has managed to accumulate a fair amount of money in a savings account.

Hoarding? Yes; some people are guilty, but it is just as human in its faults as stealing, murder, intoxication and the divorce evil, only, *let's not pass any laws on it.*

But the broader aspect of thrift and productivity is more enlightening. I have before me a number of statements of savings banks taken at random from no particular section of the United States. Pass the item of deposits and look at the investments instead: Real-estate mortgages, railroad and public-utility bonds, corporation and industrial bonds, municipal and government bonds, and from 3 to 5 per cent only in absolutely idle cash.

The business of saving money is built along slow lines. It takes time to accumulate enough money to "make a showing." What would correspond to turnover in a commercial en-

terprise is at a minimum, and consequently these slow-moving masses of small-unit wealth can be safely invested in mortgages and bonds payable over a long period of years at stated intervals.

Quick liquidation of the whole is not essential, but permanence, security and ultimate payment are. So these sums do not go into immediate production, but they build factories, homes, common carriers and public utilities, and pave streets, install sewerage systems, construct public bridges and buildings, equip fire departments and directly contribute their share of benefit to the production, transportation and marketing of the farmer, not to mention the affairs of our Government.

Are Polar Trips a Waste?

BRIEFLY, what more can thrift do for production except teach the elimination of waste?

A judge and former member of Congress asked if I did not think it was a waste of good money to finance costly expeditions to the North Pole. He may have been playing with me to find out if I was going to offer thrift as a sort of cure-all. However, no one actually engaged in the savings business wants to prevent a contribution to science, any more than he would destroy the fertile brain of the inventor, stop the progress of medicine, or make it unlawful for painters, sculptors and architects to create beautiful things.

On the contrary, accomplishment requires brains and money; we serve, become educated and partly civilized as these accomplishments support our highest ideals and further our attainments. We seek our purpose in life, expend the best years of our energy, and in time produce results.

A professional man of my close acquaintance was married last year. Eleven years ago I invested his first thousand dollars and now he owns more than \$100,000 of good bonds. Last week a son and heir appeared. Last night he came to my home to discuss the problem of cutting down expenses in his office. Smaller office space, less assistance and reduced overhead in the general seemed imperative to him, because of the added expenses incident to the birth of his son and the anticipated needs as he grew up. That man has learned to save, learned it in a thoroughly human way.

And how human, in our frailty, to want to save most when it presents the greatest difficulties! When expenses are at a minimum and income is responding to productive energy, it is easier to save, but we wait until expenses jump and then consider drastic action. Of course, if these drastic actions were not limited to the office, but applied equally in all directions and embraced all forms of personal and home expenditures, we would have a 100-per-cent saver. However, one is drab theory and the other is practical operation as it exists when the test of application is made.

Thrift is allied to many other qualities. I sometimes consider to what extent heredity plays its part. Is there a eugenics of thrift?

Thriftlessness, that failure to find the happy medium of improvidence that distinguishes between sanity and madness, that contradiction of life that gives the man of small salary a good savings account and the

Sheet Steel for mar-
quises, cornices and
entrances marks the
progressive store



It is easy to sell house-
wives Sheet Steel equip-
ment—good for a life-
time of service

Walls, ceilings and ta-
bles of this beautiful
restaurant are of Sheet
Steel—permanent, fire-
safe and spotlessly clean

Increasing Sales with Sheet Steel

*Aggressive Merchants Are Inviting the Buying Public
with the Attractive Beauty of Sheet Steel*

THE finest cuisine will not attract the fastidious American public unless the service and surroundings are in keeping with the quality of the food. The best merchandise will not secure milady's patronage unless the stock is kept neat and orderly in attractive equipment.

Today merchants are finding Sheet Steel offers them a material of universal adaptability for ceilings, wall panels, fixtures and furniture. It combines great strength and life-time durability with light weight. It is easily formed and fabricated, yet is tough and staunch. Its sanitary cleanliness makes easy work of keeping an interior that invites the public.

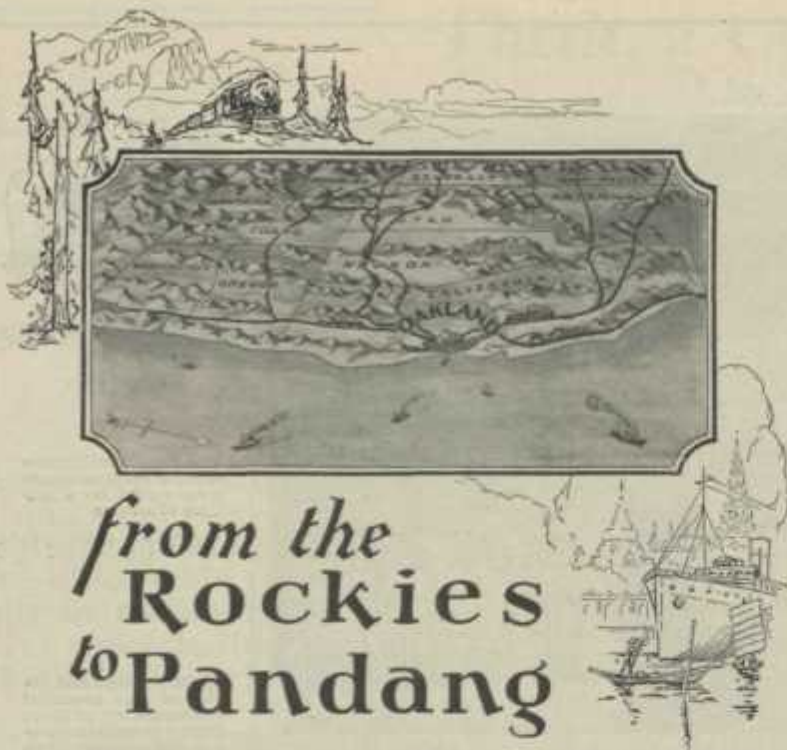
Another thing, Sheet Steel is equally useful to the merchant for exterior construction. He protects his building against fire, water and lightning with a Sheet Steel roof. A Sheet Steel cornice gives added beauty with-

out overloading the structure or causing unnecessary hazard. A marquee of Sheet Steel invites passersby to stop and trade.

And in the home this same wonderful material gives added service and durability to stoves, ranges, warm air heating systems, kitchen cabinets, washing machines, vacuum cleaners and cooking equipment. This continually broadening use of Sheet Steel offers an ever-increasing market to the merchants who aggressively feature Sheet Steel products to the public. The growing popular demand makes certain rapid turnover and increasing profits.

Every merchant, every jobber, every manufacturer will find much of interest and value in the little book—"THE SERVICE OF SHEET STEEL TO THE PUBLIC." For a copy or specific information as to where products of Sheet Steel may be obtained, address


SHEET STEEL
 TRADE EXTENSION COMMITTEE
 OLIVER BUILDING
 PITTSBURGH PENNSYLVANIA
 



from the Rockies to Pandang

Whether you are interested only in the markets offered by the eleven Western States, or in those from the Rockies westward across the broad Pacific to the Orient and the South Sea Isles—Oakland, California definitely offers you combined manufacturing and distributing facilities far superior to any other Pacific Coast city.

Sweeping as this statement is, it has been verified by 105 nationally-known industries which have located in the Oakland industrial district on the continental side of San Francisco Bay.

Markets—In the eleven Western States are more than 10,000,000 people, with an individual purchasing power considerably above the average for the United States as a whole. In 1924 four countries on the Pacific Ocean bought more American-made goods than did France and Italy, two of America's largest export customers. California stands fifth among the states in the volume of foreign trade and the bulk of California's exports is shipped from San Francisco Bay, on which bay is the Oakland harbor.

Raw Materials—In addition to drawing upon the vast resources of the Western States for raw materials, Oakland enjoys the advantage of cheap water transportation in importing raw materials from the Atlantic seaboard and foreign countries.

Transportation—Oakland is the

physical terminus of three trans-continental railroads, and is a regular port of call for coastal, intercoastal, European, and Oriental steamship lines.

Land—Ample land, either undeveloped or in highly developed industrial districts, is available at unusually low prices on sale or lease.

Power—Cheap coal, fuel oil, and hydro-electric power meet every power need.

Labor Efficiency—According to United States Government statistics, Oakland has the nearest to an ideal, all-year working climate of any industrial city in the country. Labor efficiency is unusually high and by far the greater proportion of skilled labor in the district is a home-growing, contented class of native white population.

Investigate OAKLAND CALIFORNIA

Oakland's superiority as a manufacturing and distributing center is easily demonstrated by investigation. Any industrial plant that is planning a western plant should give the most careful consideration to Oakland.

A detailed industrial survey has just been completed, a copy of which will be mailed you on request.

Write Industrial Department

CHAMBER OF COMMERCE
Oakland, California

When writing to OAKLAND CHAMBER OF COMMERCE please mention Nation's Business

one of a larger income none, is a very real human quality. It ranks with hatred, love, avarice, generosity.

The fellow who first produced the family budget thought he had reduced the problem to a mathematical science, a mere matter of calculation, but it is too inhuman in its perfection to be of any advantage to the average individual, no matter what may be the benefits to corporations and governments.

The "Gospel of Thrift" has been rewritten so often that we might as well recognize its failure and be done with it.

Proper training at home teaches children a certain set of ideals that show wrong-doing must be avoided, and education in school and college continues the expansion of these ideals into "right-doing" and correct thinking. The self-made man did not have these advantages and learned them by cold and hard contact with his other fellow-men.

The Qualities of Thrift

WHO SAW "The Covered Wagon"? The early settler with his excellent wife and hearty children, conquering the wilderness in cooperation with others engaged in a common cause—hardships, the dire necessities of life and all the rest. Those are the qualities that make for thrift and progress. Modify those qualities to a practical understanding of yourself and you have what I mean.

Now, then, take all of these odds and ends to your clearest light and you will see a picture called "The Patriotism of Thrift." You will see 38,000,000 savers with \$21,000,000,000 in savings deposits—the largest business in the United States.

You will see these deposits invested in mortgages, bonds, securities, building up our country as we would have it. You will see this sum years hence with its accruals and benefits as a factor in our economic structure. And thus is tribute paid to the lowly school-boy who puts aside his pennies, to the young man or woman who saves something, to the husband and wife who contribute their first thousand dollars.

With these savers, we have a country and are safe. Without them, we have neither.

Do Slogans Help?

"**BUY Canadian Made Goods**" is a slogan that is being much sloganized across the northern frontier. An investment house in the National Capital urged the sojourners in D. C. to "Keep Washington Money in the District." We recall another slogan something like "Keep Kansas Insurance Money in Kansas for Kansas."

And recently one of the cities close to the frontier of Greater Boston has been urged that "Brockton People Should Eat Brockton Baked Bread."

Picture an American exporter who has obtained from the Bureau of Foreign and Domestic Commerce a nice long list of prospects in Australia sending out a scientifically drafted circular to induce the Australian buyers to try the superior American product. When the circular arrives at Sydney, the Australian Government takes a hand and plasters the envelope with "Always Ask for Australian Products."

Maybe it all does some good. Maybe the buyer is induced to do what the slogans suggest. But maybe not. The dollar, Canadian or American, and the pound sterling, British, South African or Australian, have a pronounced tendency toward purchase of what the buyers believe to constitute the best value for the price.—C. D. S.

You're PAYING for it—why not OWN it?



The Printing Multigraph

A high-speed rotary printing press, power driven. Equipment complete with typesetter (not shown), requires only about 4 x 8 feet. Feeds automatically. Feeder holds 500 to 600 sheets ordinary stock, any size from 3 x 3 to 11 x 14. Will take folded stock, cards, envelopes, etc. Machine prints direct from type or electrypes with primary ink—colors if you wish. Saves 25% to 75% on a great range of printed matter for business or advertising use. Can also be used for form letter work.

Other Multigraph Models suit the needs of any business. Ask for demonstration.

the printing **MULTIGRAPH**

Item 1. Your business spends a good round sum annually for all sorts of PRINTED MATTER. Figure it up—look at it.

Item 2. At least a quarter of that sum—probably a third, possibly a half—is the EXCESS over what the same printed matter would cost if produced, *speedily, privately, easily*, in your own place of business, by the Printing Multigraph. The experience of thousands proves it. What they do, how they do it—the variety and quality of the printed matter they use—and their extraordinary savings on cost are told in the book, "Do Your Own Printing." Send for it. You'll get a revelation, and one of the most interesting hour's reading you ever sat down to.

THE AMERICAN MULTIGRAPH SALES COMPANY
1806 East 40th Street Cleveland, Ohio

AMONG Multigraph users you know—all getting first-class work and large savings—are J. L. Hudson Co., Detroit; B. L. Avery, Louisville; American Rolling Mill Co., Middletown, O.; Jordan Motor Car Co., Cleveland; American La France Co., Elmira, N. Y.; Lord & Taylor, New York City; Van Ralste Co., New York City; New York Times; Frank E. Davis Fish Co.; Yale & Towne Mfg. Co., Hartford, Conn., and hundreds of others.





"He Doesn't Answer— I'll Autocall Him"

YOU want someone on the 'phone immediately. The operator rings him, but no answer. He's not at his desk—"he's in the building somewhere." And you have to cool your heels until he returns or someone chances to find him.

Ever happen to you? Often?

It never happens in the office equipped with Autocall.

With this mechanical finder of men, everyone has a code number. The telephone operator merely closes a switch and the man's code number rings in every department. The man you want answers at the nearest 'phone, and the operator puts you through—all in a few seconds.

With the Autocall to make your telephone effective, you and your fellow-officers save time; customers calling in save delay and temper; your whole force and the service you give are speeded up and improved. Let us prove it—use the coupon.

You can have a complete Autocall for a free trial. If it doesn't convince you that it will quickly pay for itself, you may return it without obligating yourself in any way. Simply mail the coupon for complete information.



Autocall PAGING SYSTEM

The Autocall Company, 313 Tucker Ave., Shelby Ohio.

- ☐ Send information about Autocall Paging System and free trial offer.
- ☐ Send information about Autocall Industrial Fire Alarm System.
- ☐ Send information about Autocall Watchmen's Supervisory System.

(Write name and address in margin.)

When writing to THE AUTOCALL COMPANY please mention Nation's Business

Merchant Marine Committees to Meet

AS PART of the program of the Merchant Marine Conference, organized by the National Chamber to develop business opinion as to a policy for securing a successful American merchant marine, meetings will be held at seven different cities west of the Missouri River. The meetings scheduled are:

Seattle and Tacoma, Monday, August 31.
Portland, September 1.
San Francisco, September 3-4.
Los Angeles, September 5.
Salt Lake City, September 8.
Denver, September 9.

All these meetings, arrangements for which are being made by the Chambers of Commerce in each of the cities, will have the character of round-table conferences in which the members of all four of the Merchant Marine Conference committees and others interested will be invited to participate.

The purpose of the meetings is to bring out an expression of the views of the shipping and shipbuilding interests, merchants and manufacturers, farmers and other producers of raw material, and others interested in the merchant-marine problem. These views will be considered by the full committee, which will render their reports in advance of the calling of the Merchant Marine Conference in November or December.

These western conferences will consider the entire program of the Merchant Marine Conference committees, i.e.: 1. Relation of the Merchant Marine to American Foreign Trade and National Defense; 2. Government Regulatory and Administrative Relations to the Shipping Industry; 3. Government Aid to Shipping; and 4. Disposal of Government-owned Merchant Ships.

The first three of these committees, of which the chairmen are Gen. J. G. Harbord, president, Radio Corporation of America, New York; Judge Edwin B. Parker, umpire, Mixed Claims Commission, United States and Germany; and Mr. A. J. Brosseau, president, Mack Trucks, Inc., New York, have already held their first meetings in the east, and Committee IV, of which Mr. C. W. Lonsdale, president, Simonds-Shields-Lonsdale Grain Company, Kansas City, Mo., is chairman, will hold its first eastern meeting shortly after completion of the western conferences.

Mr. Lonsdale, who is a director of the National Chamber, will make the entire western tour, and it is expected that a number of the other eastern members will attend the western meetings.

We Lead in Ship Slump

SHIPBUILDING may be in the doldrums around the world, as some folk assert, but the center of these doldrums seems to be in the United States.

On June 30 of this year the reports showed that in the United States the merchant tonnage under construction aggregated only 92,000. In England one shipbuilding company at the moment had under construction 60,000 tons and was fitting out or repairing 116,000 tons more.

It would appear that, however great the depression of shipbuilding may be in England, the American variety of depression in that industry is unknown.



FORTUNATE COMMUNITIES



Veteran pavements are *brick* pavements. Below are listed just a few of the communities, picked at random, which are profiting by the use today of brick pavements laid more than a quarter-century ago. The figure in parentheses after each name is age in years of the brick pavement.

Jacksonville, Fla.	(31)
Joliet, Ill.	(31)
Springfield, Ill.	(36)
Davenport, Iowa	(33)
Winona, Minn.	(33)
Greenville, Miss.	(26)
Meridian, Miss.	(27)
Lincoln, Neb.	(34)
Tonawanda, N. Y.	(34)
Bucyrus, Ohio	(30)
Cleveland, Ohio	(35)
Columbus, Ohio	(37)
Steubenville, Ohio	(37)
Clearfield, Pa.	(34)
Williamsport, Pa.	(32)
Lynchburg, Va.	(33)
New Cumberland, W. Va.	(41)

WHEN your father or your grandfather voted brick pavements for his community, he quite probably didn't realize that you, in 1925, would still be using them, and profiting by them in savings in taxes. Later, when he was tempted by a "new-fangled" pavement, it was because he thought it would be "just as good." The repairing and the repaving going on around you now, which you are paying for, is the proof that he was mistaken. The old, original, reliable, dependable brick has yet to be matched by anything of later development.

When your neighbors, business associates and friends today are tempted to approve the use of something other than brick, simply ask them which pavements in your neighborhood have given twenty years or more of service—and which types of comparable age have required the least patching and repairing.

Advocate

VITRIFIED
Brick

NATIONAL PAVING BRICK MANUFACTURERS ASSOCIATION, ENGINEERS BLDG., CLEVELAND, OHIO

THE PAVEMENT THAT OUTLASTS THE BONDS

When writing to NATIONAL PAVING BRICK MANUFACTURERS ASSOCIATION please mention Nation's Business



Rough Sledding or Worry-free Income which will you leave Your family?

A PROMINENT Southern banker in speaking upon the subject of estates said:

"Through years of planning and devotion to their business, men accumulate estates. They look upon these accumulations as their families' means of support in the event of their death However, if we men do not *properly arrange our affairs*, we are going to leave some rough sledding for our widows and dependents."

Men every day are realizing this. They are taking precautions to protect their dependents against "rough sledding" in the future.

You can look forward to the future with confidence, knowing that your wife and family will be provided for, through your thoughtfulness, if you have made your will and appointed a competent executor and trustee.

Estate administration is a business which the modern trust company is especially equipped to handle. Its experience, knowledge, and responsibility are important safeguards that assure protection both to your estate and to your beneficiaries.

The trust officer of your local trust company will explain to you what executorship involves and how his company can help you. You may also secure information upon this subject by writing to the undersigned for a booklet giving important information about estates and trusts.

TRUST COMPANY DIVISION
AMERICAN BANKERS ASSOCIATION
110 EAST 42nd STREET, NEW YORK

(Continued from page 19)

made our foreign loans possible because it is equally true that foreign loans are only possible when the funds are made available through the sale of goods, of gold, or services.

In view of all of these difficulties, the question may naturally arise as to why Great Britain has accepted the obligation of paying us and is now making payments when it seems so difficult or perhaps impossible for France and the other Allies to do so. It is well to keep in mind that Great Britain is in a position altogether different from that which the other nations occupy. In the first place, her foreign loans and investments are continually making available a very large item of foreign exchange.

Britain's Position Is Unique

THESE foreign loans and investments prior to the war were estimated at about \$20,000,000,000, though somewhat less now, due to the fact that practically all of the securities held by Englishmen in the United States were sold during the war, and paid for by us in goods. In the second place, her shipping, in which she leads the world, also brings in a very large amount of foreign exchange; and in the third place, she controls 70 to 80 per cent of the world's production of gold. Not one of the other Allies indebted to us occupies such a position.

If we are to take Great Britain's place as the foremost international banker of the world, there are many who feel that gradually we should have to abandon our policy of protection so that the world might pay us in goods as well as in gold. Can this be done without wrecking American industry, or, at any rate, without reducing our labor to a basis that would at least put our industries on a competitive basis with the cheap labor of Europe—particularly of Germany? Would this be possible without breeding discontent, revolt and perhaps revolution? Furthermore, would our Government be ready to change its policy with regard to the protection of American interests abroad? While there has been no announced policy in respect of the protection of the interests of British citizens who invest abroad, nevertheless, the world has grown to take it for granted that the British fleet is ready to protect an Englishman or his interests, wherever situated. Is our Government ready to adopt a similar position?

The question naturally arises as to how foreign national debts have heretofore been liquidated. In the first place, they were very small in comparison with those of today. International finance has never before been called upon to deal with such gigantic debts. In the second place, most of them heretofore have been refunded rather than paid.

There is still another expedient that has been suggested to avoid the difficulty of converting internal currency into foreign exchange and that is to reinvest the money within those countries in other securities.

An Intolerable Situation

THE returns from such investments would, of course, be in the local currency and subject to the same difficulty as the original amounts. This would only increase the difficulties of an already impossible problem so that the income would always have to be reinvested. How long could this reinvestment continue without creating such a large foreign ownership as to become an intolerable situation in the internal life of the debtor country or countries? This would prove to be no solution at all but a new complication.

Please bear in mind that the same difficulties and uncertainties which surround the

problem of payment by Germany to the Allies also surround the question of payment of the interallied debts as well as any foreign loans we may make hereafter. Under such conditions, can foreign loans pass muster and stand favorable comparison with good domestic loans? When an individual goes to the bank to borrow money, he must either furnish an endorser or collateral which is entirely satisfactory. If a corporation wishes to borrow, it must either furnish an endorser or endorsers or show that it has liquid assets convertible into cash equal to three or four to one for everything it owes, or furnish bonds secured by all of the fixed assets of the company, which must be sufficiently in excess of its liabilities to make the bonds amply secure. In case of default, the bondholders take over the property.

Do foreign loans carry with them any of these provisions for security? Only in rare cases. In case of default by a foreign government, what can we do? Start a war? Suppose we do and suppose we win, what good does it do? France tried this in the Ruhr and found it produced no revenue. The cost of such a war would equal if not exceed the amount at stake. Any revenue collected at the point of the bayonet would be in the local currency of the country and the problem of converting it into international exchange would still exist.

Some borrowing countries have turned over their custom houses to their creditors or some public concession like the control of tobacco, matches, or salt, until the debt was paid; but where this has been done, it has been for debts infinitesimal as compared with those now under consideration; and here again any revenue collected in this manner would be in the local currency and would be of no value unless it could be converted into international exchange.

Nothing for External Debts

THE only security which a government has for the payment of its debts is its taxing power. As related to its internal obligations, this may be amply sufficient, but such power produces nothing but internal revenue, which in itself has no value in paying external loans; and the acquisition of foreign credits is dependent upon conditions that are totally unrelated to the government's taxing power and are created through avenues over which the government exercises no ownership. I think it should be apparent, therefore, that if a citizen or corporation of this country went to the bank to borrow money and had no better security than these foreign loans have, they would find it very difficult if not impossible to borrow a dollar.

I do not wish to be understood as predicting that no part of the German debt will be paid, or that no part of the debt of the Allies to us will be paid—Italy could no doubt pay us a considerable sum on her debt from the money that is constantly being sent back by Italians living in this country and from money spent there by our tourists—not do I predict that no part of the loans we have been making since the war will be paid; but the world is now coming more and more to realize that the amount Germany can pay is a matter of great uncertainty. This pertains to all international debts, particularly those of great magnitude. I am simply trying to point out the difficulties and uncertainties that surround the payment of foreign debts of such enormity, and to show that these difficulties and uncertainties are very much greater than those involved in the making of domestic loans.

Many of these foreign securities now have



Endorsed by Postal Employees

The act of Congress extending the Permit system to First Class Mail, which made "Metered Mail" possible, was to provide needed Post Office relief. "Metered Mail" is endorsed by Postal employees' organizations. Because it aids the Postal service and cuts Postal expense—thereby speeding your mail and reducing your taxes—it warrants your consideration.

The privilege of using "Metered Mail" is granted by Post Office Department license to any reputable, well-established mailer. Hundreds of nationally known business institutions in a wide variety of commercial lines are enjoying its advantages.

Many distinct and unusual benefits result from the use of "Metered Mail"—actual savings in time and labor in addition to speedier deliveries after mail leaves your office.

Just a line to us on your letterhead will bring to your desk fac-similes of letters from concerns in your and kindred lines in which they describe how they have applied this new Postal system, known as "Metered Mail", to the handling of their mail.

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THE WORLD'S LARGEST MANUFACTURERS OF MAILING EQUIPMENT

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FISK

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This Western Fleet Owner Writes:

"We are putting on Fisk Non-Skid Solids as fast as our other tires wear out"

Wiley J. Gibson Truck Line,
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The Fisk Tire Company:

We operate a fleet of seven trucks over the mountains between San Diego and Imperial Valley. Our trucks run on a schedule and carry capacity loads. Anyone who has ever gone over the roads our trucks travel will appreciate what a tire has to contend with.

I am sold on the Fisk non-skid solid because I know from experience it is the best solid tire to contend with our decomposed granite road conditions. As fast as our other tires wear out, we are putting on Fisk Non-skid Solids.

Mr. Gibson became sold on Fisk Non-skid Solids by running one alongside of his other tires and making careful comparisons. If you will make the same fair test you, too, will find that only Fisk Solids will satisfy you in the future.

The Fisk Tire Company, Inc.
Chicopee Falls Massachusetts



Time to Re-tire
Get a FISK
FISK TIRE CO. 100 N. 5th St. ST. PAUL

When writing to THE FISK TIRE COMPANY, INC., please mention *Nation's Business*

a market value in New York (some of them are even selling at a premium) and will no doubt continue to have until the market becomes overloaded or until the public understands the underlying conditions; but this in no wise alters the fact that most of these bonds will be refunded at maturity rather than paid; and what is most important is the fact that the money once out of the country will in most cases never come back, but will always remain in some form of foreign security.

America Has Concentrated

SOME speeches that have recently been made in England are significant. Mr. L. S. Amery, one of the members of the Cabinet and a close friend of Mr. Baldwin, recently said, "The United States has twice our railroad mileage and twice our coal output and four times our steel output. Our Empire is three times as vast as the territory of the United States, yet we have only one-third as many farmers as there are in America." He admitted that America has beaten Great Britain in economic development. Why? Because Great Britain has dissipated her energies all over the world while the United States have concentrated their whole energies upon the development of their own territory, investing in it every man, every dollar, every ounce of energy that they possess or could enlist from outside countries."

Is there anything here that encourages us to lend our money abroad? Can we get higher rates of interest or greater security than are open to us at home? Even if we can secure higher returns, that in itself would be a significant commentary upon the security of the loan because the poorer the credit of the borrower the higher the rate that will be charged.

I am leaving out of account the possibility of bolshevism as a menace to the security of international loans. France's difficulty in collecting or even in securing recognition of the Russian loans which are owned by her citizens, and the present attitude of Turkey toward her obligations owned in France are, to say the least, not bull cards.

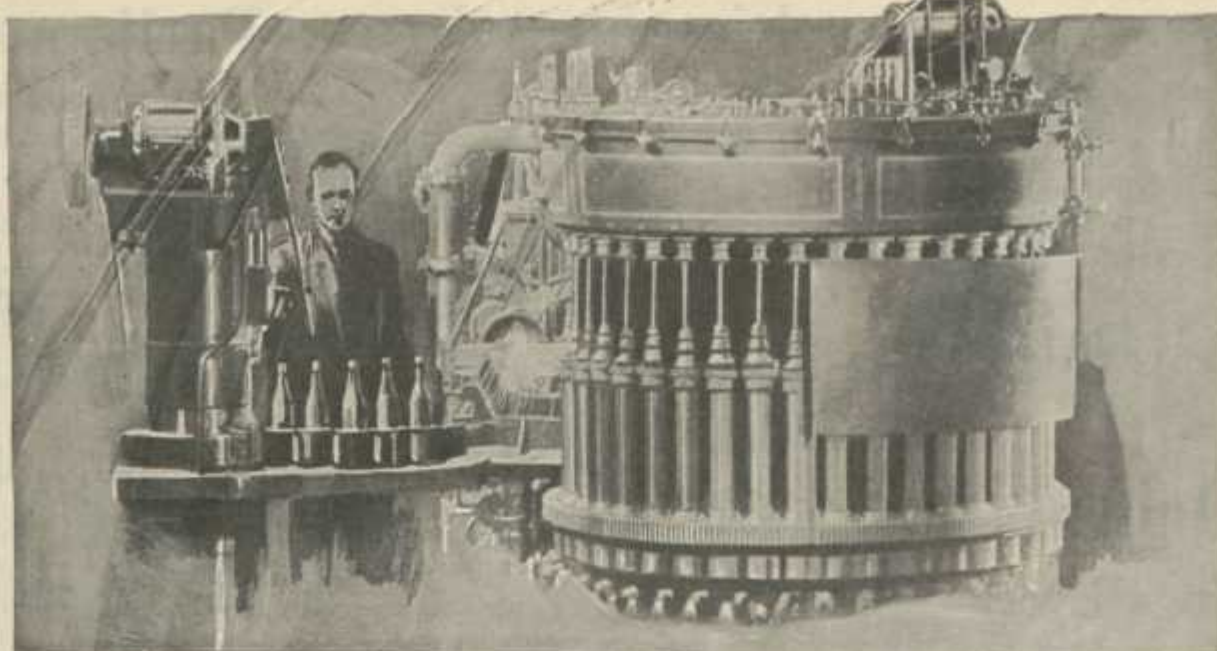
I am also leaving out of account the possibility of future wars—particularly in Europe—as related to the problems herein discussed, which would undoubtedly still further impair the status of foreign loans, if indeed the financial credit of participants might not be completely destroyed thereby.

Let Us Not Be Deceived

THERE is a glamor about international banking, and the idea of becoming the financial center of the world has a strong appeal to the imagination, but let us not be deceived. That does not provide security nor does it pay bonds.

Furthermore, how much has Europe been benefited by our loans? She would have been better off, and this applies particularly to France, if she had faced her problems squarely by reducing her expenditures (especially for her army) and increasing her taxes instead of borrowing money to meet her deficits. But France has rightly felt that Germany should pay and has allowed herself to overlook the real problem, and, consequently, has lost her chance to make Germany pay by the only method that was really open to her and them.

If, because we are rich and generous, it is our duty to continue to lend money abroad, let us do it with full recognition of the conditions and uncertainties of payment, rather than because we are great bankers or wise investors.



Perhaps you have never seen a bottling machine. The breakage on this one was formerly two out of every hundred. But electrically annealed bottles are used now; the result—only one broken bottle in 180,000!

The bottle that *wouldn't* break

A certain manufacturer of ginger ale had pure spring water, excellent spices and flavors, skilled workmen, a clean, modern factory—everything except a bottle that wouldn't break.

He had learned to expect that two out of every hundred bottles would break in the capping machines. Imagine his amazement one day when not a single bottle broke!

Again and again this remarkable record was repeated until seven hundred and twenty thousand bottles had been capped—and

only four of them were broken!

What was making these remarkable savings possible? Simply this: His glass factory had discarded its old-fashioned method and, for the first time, was supplying bottles annealed in electric ovens.

Glass is tougher today than ever before, thanks to electricity. Again the scientist and engineer have found for the manufacturer a new way to better goods and lower costs.



Electric heat is a boon to manufacturers of metal products and glassware, to bakers and to everyone who applies heat in industry. Many processes now conducted in crude, old-fashioned ways can be better, more cheaply, and more scientifically performed by electricity. The engineers of the General Electric Company stand ready to submit without obligation, plans for electric heating that have proved their value in many industries.

GENERAL ELECTRIC



Orient Sailings Every Saturday

Magnificent oil-burning President Liners depart from San Francisco every week for the Orient and Round the World.

They provide the most frequent as well as the most luxurious Trans-Pacific service. Never before has an Orient service so completely met the needs and desires of both tourists and those traveling for business purposes.

Calls are made at Honolulu, Yokohama, Kobe, Shanghai, Hong Kong, Manila, Singapore, Penang, Colombo, Suez, Port Said, Alexandria, Naples, Genoa, Marseilles, Boston, New York, Havana, Colon, Balboa and Los Angeles.

Optional Stopovers

The regular and frequent sailings from all these 22 major world ports enable passengers to enjoy unique stopover privileges.

Remain in any country you choose between the arrival of your liner and the sailing of a subsequent Dollar liner.

Thus you may call on business connections entirely Round the World, having sufficient time for the necessary transactions and yet completing the entire trip quickly and with the most efficient expenditure of time.

Rare Comfort

These palatial liners are luxurious and comfortable in every respect. All rooms are outside deck rooms—those with private baths predominate.

The public rooms are delightful, the decks are spacious and the cuisine is world-famous.

There are also fortnightly sailings for California, the Orient and Round the World from Boston and New York via Havana and Panama. A fortnightly service returning east-bound from the Orient as well.

For full information communicate with any ticket or tourist agent or with

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Hugh Mackenzie, G. P. A.

511 California Street, Department M 1709

San Francisco, California

Listening In on Parliament

A Few Samples of How, by Jest and Jibe and Laughter, the British House of Commons Is Testing Out the Greatness of Its Members

IT WAS at a luncheon in the current year, and a member named Bacon was there. "Is it true," probed an inquisitive neighbor, "that you are a lineal descendant of Francis Bacon?"

"Yes—eleventh generation. My grandmother said he was the meanest man who ever lived."

"Bother your grandmother. My only reason for asking was to have it directly from a descendant as to whether he really did write Shakespeare."

"No; he didn't. But," brightening up, "he did invent a process for refrigerating meats which is the foundation of all that has been done in that line."

How are the mighty—ah—risen! A philosopher has become the fountain-head of a mighty stream of commerce. It gives one to think again of certain other little fountain-heads that he tapped, which sooner ran dry. For example, he made some reservations in the matter of jesting: "There be certain things that ought to be privileged from it; namely, religion, matters of state, great persons, any man's present business of importance, any case that deserveth pity." "Matters of state?" "Great persons?" Truly, such ideas are much out of date. They have not kept pace with meat-refrigerating processes. If they had, what would have become of the gayety of the nations? And as for "great persons," who are they? Whatever else, they must be of a fabric that can stand the wear and tear of jesting contemporaries and come out of the wash in good shape. They are being tested out by jest and jibe and laughter in the parliaments of man, and here are a few samples of how the British House of Commons is doing it:

MR. MACPHERSON: I am anxious, as we all are, in every quarter of this House, to maintain this question above party. (Interruptions.) An Hon. Member says, "Bosh."

LT. COL. WATTS-MORGAN: I say it is all tosh.

MR. MACPHERSON: That is language I do not understand.

LT. COL. WATTS-MORGAN: The ex-service men do.

THE PRIME MINISTER (Mr. Baldwin): There are two subjects on which every inhabitant of these islands considers that

**To the Tune of
Several Hundred
Millions**

he has innately an expert knowledge, and on which he can lash himself into a fury—religion and finance. (Interruption, and

Hon. Members: "Peace in our time, O Lord!")

MR. SPEAKER: Will the House be silent?

THE PRIME MINISTER: . . . I am sorry my Right Hon. Friend, the Member for Carnarvon Boroughs (Mr. Lloyd George) is not here, but I have only one observation to make about his speech, and that is to mention the great pleasure with which I heard deep call unto deep when he spoke of my Right Hon. Friend beside me the Chancellor of the Exchequer, and told him that the glamor of his rhetoric had evaporated. No man in this House is a better judge, and, after all, now that the trombones have blared across the floor of this House, it is time for the muted strings. I would merely say in passing, that no finer instance of the glamor of rhetoric could have been given than the Right Hon. Gentleman himself gave when he spoke of the Geddes Committee having brought about economies in this country to the tune of several hundreds of mil-

lions. The actual figure was 64,000,000 pounds. . . . I can only suppose that the slight slip between several hundred millions and 64 millions arose from this fact: I remember once, as a young man, I tried to learn Welsh and I gave it up, because I found in the numerical notation, when you get beyond 19 or 20, it becomes perfectly impossible for the Anglo-Saxon to understand the Welsh notation.

MR. JOHNSTON: On a point of order. May I call attention to a recumbent figure, and ask for the removal of the corpse?

MR. WRIGHT: I have no wish to disturb the slumbers of any Hon. Member.

MR. BUCHANAN: On a point of order. We do not know whether he is dead or alive.

HON. MEMBERS: He is gassed.

MR. MAXTON: There will be an import of a big proportion of Irish laborers. There has always been a tendency for a certain proportion of these people to be imported for a seasonal job. They are cheap labor.

SIR C. WILSON: They get as much as anybody else.

MR. MAXTON: They are used under bestial conditions. And they are fed under bestial conditions.

SIR FREDERIC WISE: Why did you give Home Rule to Ireland?

MR. MAXTON: I know there is always in these night sittings a spirit of levity.

SIR C. WILSON: A sound of revelry by night.

MR. MAXTON: I plead guilty to enjoying a joke as well as anybody, but I do not stay out of my bed for fun. The nature of my sense of humor is evolved along somewhat different lines. . . .

SIR W. JOYNSON-HICKS (speaking on the summer-time bill): . . . The additional fresh air, said Dr. Turner, which it gave them was a definite benefit to their health,

**Lord Banbury
Then Came
Around on Time**

and there was the further advantage that they were able to see more of their fathers. That may not be an unmixed advantage . . . it depends entirely on the father; but generally speaking, I think we may assume . . .

MR. HARDIE: What about the Members of the House, who never see their children except at the week-ends?

SIR W. JOYNSON-HICKS: I quite agree. I must confess I have often thought that the life of a married Member of the House who has children is a very bad thing indeed for his wife and children. Perhaps we may come to the time when nobody but bachelors will be elected to the House . . . I do not think either objection used applies with the same force to farming in this country. I can only say that I happen to have had the privilege of farming for the last four years in Norfolk and there I must confess I had no difficulty either with my foremen or with my men. When summer-time came around, they worked it quite loyally. I was only amongst them at week-ends, but most of my men were friends of my own, and I talked to them on all sorts of subjects and they never made trouble about summer-time. It was half arable and half grass. I cannot carry on farming in Norfolk and carry on my work at the Home Office. I will tell my Hon. Friend, confidentially, if he likes, that it is a great regret to me that I must cease to farm, as I can no longer live on the returned income tax on my farming losses. But I also confess that if he could find me a nice farm within 40 miles of the House I would go in for farming again.

MR. TURTON: I will let you one in Yorkshire.

MR. ARTHUR HENDERSON: One very interest-

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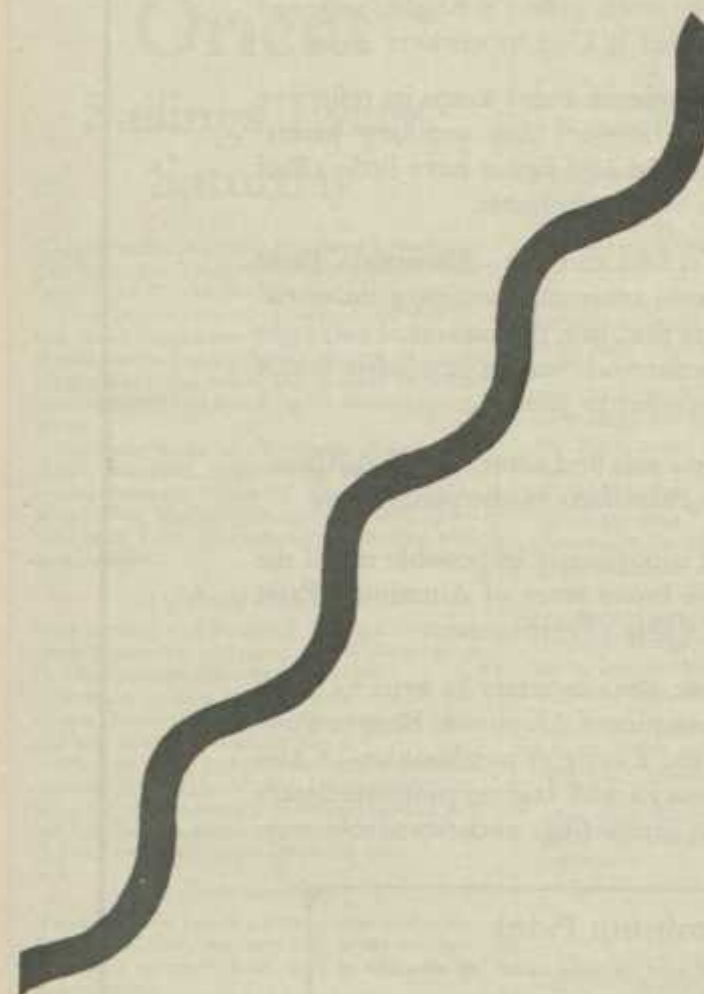
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ing fact emerged from the division in the session of 1908. I think I am right in saying there were but two votes given against the bill on that occasion, one by the present Lord Banbury . . . It will not be generally known that the present Lord Banbury was so determined in his opposition that he announced to the House that he would not obey the law and alter his watch. For about a week he came into the House an hour late. He was the most practiced hand we had on obstruction in those days, as I think every one will admit who sat in this House with him, and when he found out that as a result of his week's experience, the then Liberal Government was getting on so well with its work in his absence, that what he was unprepared to do, so far as the law was concerned, he was compelled to do in order to carry on his effective obstruction to the Liberal Measures of this House.

MR. RUSSELL: There is a religious patrimony in Scotland. It is held partly in the form of teinds by heritors and partly by burghs and cities like Edinburgh, Glasgow, or Dundee . . .

Redemption of Their Lost Souls

MR. JAMES BROWN: The Treasury will benefit in the same way by the redemption as the ordinary heritors will, we hope, benefit ultimately. Hon. Members may laugh, and I have no objection to their laughing if they laugh in the right place. We do not laugh in the Auld Kirk; we do business there . . . We are not going back to the origin of the teinds to—in the classic language of one of my Hon. Friends behind me—to the skinning of the people—

MR. JOHNSTON: John Knox used stronger language than that.

MR. JAMES BROWN: John Knox was living in stirring times, and said some very plain things, but I do not think he would have condescended to such a word as was used by my Hon. Friend, because it is not true, in the first place . . .

MR. MAXTON: . . . The proposition for a new revival and a better understanding among the Presbyterian sections of Scotland seems to me to be on a par with the efforts which were made by our Hon. Friends below the Gangway to inquire into what was wrong with them. They lost their souls, and they set up a Commission to find them.

THE CHAIRMAN: It is not proposed to ask the price of the redemption of their souls.

MR. PENNY: It would be interesting to know how many people in this House or outside know where Singapore is. It reminds me of something that happened when I was talking to a friend lately about Burmah. "Why," he asked, "do you call it Burmah? My brother always called it Bermuda."

SIR A. MOND: . . . If you desire to have a dock for the repair of larger ships, why not have a dock which would do for commercial ships of large size, not a dock of enormous size with all the paraphernalia of admiralty equipment, but a dock which would do for commerce as well as for warships . . . I throw out that suggestion because I think it is worth a considerable amount of investigation. I dare say it will not be popular in official circles.

MR. BRIDGEMAN: It is not a new idea at all. SIR A. MOND: I am afraid there have been no new ideas since the time of the Second Dynasty in Egypt 3,000 years B. C., but the fact that it is an old idea is no reason why it should not be considered.

MR. BRIDGEMAN: It has been considered. SIR A. MOND: Then apparently it has been rejected. I am not surprised. It is exactly what I should have expected.

MR. J. RAMSAY MACDONALD: I have observed in my lifetime many hens cackling loudly before they laid a most disappointing egg.

MR. MACQUISTER: Hens do not cackle until after they have laid.

MR. MACDONALD: But I was talking of the political hens.

Reviews of Recent Business Books

Trade Associations—Their Economic Significance and Legal Status. National Industrial Conference Board, Inc., 247 Park Ave., New York City.

When does a restraint of competition become a restraint of trade? The question is neither impertinent nor tautological because, as the National Industrial Conference Board's recent book, "Trade Associations—Their Economic Significance and Legal Status," tells us, the two things are not always identical.

"Restrictions upon competition," we find on page 109, "are deemed to restrain trade (and hence to be illegal) only when upon an examination of their manifest or necessary purpose and of their actual or probable effect, they are found to operate to the prejudice of the public by undue or unreasonable interference with the free functioning of competitive interests." Thus it becomes necessary in answering authoritatively the question we have asked with respect to any given association activity, which involves competition, to find out what the courts say are undue or unreasonable interferences with competition, and, if they have not said it, to wait until they do.

To some it would seem unfortunate that we cannot discuss the economic significance of these trade associations, which are creating a new group governance in our industrial structure, without all this bother about their legal status. But such a possibility is beyond the pale of practical things in the present state of the arts of associated effort and of human nature. Economic significance and legal status must needs be dove-tailed. Hence, it is necessary at the outset of this review to suggest that the two decisions of the United States Supreme Court in the Cement Manufacturers Protective Association and the Maple Flooring Manufacturers Association cases, handed down since the publication of this book and upholding the statistical activities of these two associations, be read in conjunction with the book. They are important decisions, and their bearing on the previous *Hardwood* and *Linseed* cases has been pointed out in a former issue of *NATION'S BUSINESS*. Not that these decisions impair the worth of the discussion in this book. It is too well grounded for that. They do, however, modify or rather throw additional light on a certain sector of it, namely, that which deals with open-price association activities.

This book starts us off in the daylight of trade-association activities whose illegality is generally recognized, carries us then into the twilight of those activities whose illegality or legality is more or less uncertain, and from there takes us out again into the daylight of those constructive association activities of whose legality there is no or slight question.

The arrangement has its psychological as well as its logical advantages. It permits not only a clear explanation of the legal status of the activities of these trade bodies, but enables the authors to lift the important economic significance of these associations out of the fog in which it has been. A reading of its pages cannot fail to leave one with a grasp of the importance of trade associations to the public, as well as to industries and trades. Nor does the book deal gently with illegal activities. It presents its picture, good and bad, the dangers as well as the potentialities of associated effort, from the illuminating viewpoint of the impartial, albeit sympathetic, observer, backed up by painstaking research and documentation of statements made.

The book makes, as we suggested before, a distinction between activities which suppress competition and those which regulate competition. The former, which include such practices as price manipulation and curtailment of production, are clearly illegal. The latter, including such activities as the collection and dissemination of trade statistics, the interchange of patent rights, and



Generations before lead was used in anti-friction alloys, lead in the form of white-lead paint was rendering its service to man. Down through the ages, it has fought the elements in its most important work of saving the surface.

Friction How lead helps man control it

THERE'S a fight going on in this picture. The man is winning, but at a terrific expenditure of physical energy. Every time he tugs and pulls, friction does its best to hold back the runners of his improvised carrier. Friction was one of primitive man's worst enemies.

Today man has taught friction its place, has made it his friend. Not only does friction, by transmitting power, help to transport you from place to place; but by means of pulleys, belts, gears and friction clutches it enables you to turn your dynamos, print your newspapers, make your shoes, and do a thousand and one other things.

Yet even today, friction in the *wrong place* is man's enemy. The points at which friction is not desired are those where parts are supposed to slide or rotate. These are known as bearings. They are made just as smooth as possible, and a lubricant is added to induce slippage still further.

How man fights friction

A little tallow in the hubs of the old carriage wheels stopped the creaking and lightened Dobbin's task. Later petroleum oils made lubrication simpler, more effective. But with the increasing complexity of machine parts, other bearing problems arose. A shaft slightly out of true plays havoc in a high-speed machine. Bearing surfaces must be a little tolerant. In 1839, Isaac B. Babbitt of Boston, Mass., invented a metal alloy which, when cast into bearings, would not only resist high pressures and the wear of rapidly rotating shafts, but would also conform to the play of a shaft without breaking.

From his first formula, many dif-

ferent types of bearing metals or babbitts have been developed to serve different purposes in industry.

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the joint negotiation of purchases, may very well be legal, depending on circumstances which it is one of the main purposes of this book to discuss. This distinction between suppression and regulation is no doubt based on the words of Justice Brandeis that "The true test of legality is whether the restraint imposed is such as merely regulates and perhaps thereby promotes competition or whether it is such as may suppress or even destroy competition." (Page 109.)

The third set of activities, which includes such functions as commercial and industrial research, stimulation of demand, commercial arbitration, and the operation of traffic bureaus, is not related or is only incidentally related, to competition so that the question of legality or illegality does not arise. A discussion of these three kinds of activities, those which suppress, those which regulate, and those essentially unrelated to competition, makes up the three principal divisions of this book.

This distinction between activities which suppress and those which merely regulate is useful. It enables those responsible for trade-association work to set up a test for any proposed activity, where there is difference of opinion as to what constitutes suppression and what regulation.

But granting the usefulness of the distinction, it still strikes the reviewer that although you call legitimate trade-association activities regulations of competition, what they really represent, to the extent that the individual establishments are governed by them, is the establishment of a new group governance in the nation's economic structure, supplanting, to that extent mentioned, the former competitive play between individuals or individual establishments and creating in its place a competition between organized groups of industries or lines of business.

In a word, the trade association, to the reviewer's mind, even when operating within the established legal limits, does something more to competition than merely regulate it. It makes or tends to make it a horse of another color. It establishes a group governance in the economic structure. And that development, as the reviewer sees the future, is by and large all to the good of both public and business man.

Unlike most books, the appendices of this book, or some of them, are interesting reading. There is an interesting list of representative trade associations arranged according to date of organization, and also an estimate of the number of trade associations in the United States. The present sources of information about the number of trade associations are critically reviewed and their weaknesses pointed out. The conclusion which is arrived at is that "it is fairly safe to assume the existence of between 800 and 1000 trade associations of national or interstate character at the present time." (Page 326.)

We cannot see how anyone vitally interested in the trade-association movement can afford not to read this book.—F. S. F.

Elements of the Modern Building and Loan Associations, by Horace F. Clark and Frank A. Chase. The Macmillan Company, New York, 1925.

A good example of the educational work of trade associations. This volume is part of the standard course in real estate which the National Association of Real Estate Boards is helping to prepare. The work was undertaken by the United States League of Local Building and Loan Associations. Prof. Richard T. Ely's Institute of Research for Land Economics had a share in it, so that it is well sponsored by both business and education. The book is intended both for building-and-loan officials and for students of real-estate practice and finance.

Taxation and Welfare, by Harvey Whitefield Peck. The Macmillan Company, New York, 1925.

The social effects of taxation are the subject of unending discussion. Witness the divergent opinions of President Coolidge and Chairman Green, of the Ways and Means Committee, on inheritance taxes, as reported in *NATION'S BUSINESS* for April.

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Gentlemen: Please send me, without obligation, a copy of the new edition of "The Span of Life."

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Chips from the Editor's Work Bench

NEW SIGNS of the times have appeared in rural landscapes to contest for place with billboards. The old-fashioned barbecue has become a business along the main tourist routes in the Middle West. At convenient intervals farmer folk have dug pits and set up stands to serve roast beef and roast pork to travelers on the highways. The tills tinkle with the toll from tourists, report says, and the operators of the stands make quick profits with quick service. Motorists may now look forward to a new kind of filling station manned by roadside restaurateurs. "How many slices?" does seem as business-like as "How many gallons?"

LANDLORDS with property in the South and the Middle West may be relieved to know that the subterranean attacks on frame buildings, reported from those sections, were not made by tenants—the disturbance has been traced to termites, a much lower form of lessee. The termite, also known as the "white ant," gains access to buildings by way of the foundations, and then bores through the wood-work. The continued drilling of swarms of these ants causes considerable damage. Preventive measures include coal tar treatment of wood in contact with the earth, and the use of stone or concrete foundations. In lighter moments the termites occasionally take wing, and this trait, perhaps, caused confusion with the nomadic or "flying" species of tenant.

HOTEL MEN used to let their guests raise the roof, but nowadays they may do the raising themselves. The testimony is provided by the Hotel McAlpin of New York City, which has announced accommodations for fifty "oversized" guests—all because of Benjamin B. Ostlund of Marshfield, Oregon, president of the Tall Men's Association, who speaks by right of his 6 feet, 5 inches. Cheered by their conquest of the hotel



heights, the Association is planning a comfort drive on operators of theaters and sleeping cars—signifying, presumably, more tall talk from men who speak with authority.

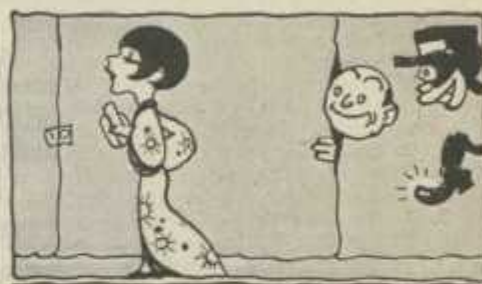
ACCIDENTS will happen to the best of motorists, but the odds against them will be less when traffic signals are standardized throughout the country. In that belief several highway and engineering organizations have agreed on a code to include the use and meaning of luminous and nonluminous signs and signals.

Three colors have been selected for primary traffic control: Red to stop, yellow for caution, and green to proceed. Careful experiments showed that at a distance the red signal lights were most easily distinguished from other colors, and require the lowest light intensity for unmistakable recognition. A red light of 75 candle power could be distinguished at 600 feet, on the average, but a

green light had to be of 250 candle power, a yellow light required 750, and a blue light 1,000 candle power.

The use and significance of traffic signals should become so familiar that they would promptly cause the desired reaction from motorists. But efficiency of the signals depends on the color sense, and color blindness is common among men, doctors say, although it is a rarity among women.

That conclusion may explain why women never miss a bright bit of color in a show window, be it hat, gown, or lingerie. But it doesn't explain the wear and tear caused by folk who see red all the time. The hue and cry over the traffic problem has had expression in all sorts of slogans. Why not try this one: "Be sure your colors are right, then go ahead?"



DISPLAYING fashions aboard fast trains is a novelty on English lines from London to the summer resorts. But over here that sort of costume review is a usual thing. Everyone has an aisle seat for the early morning parades to the Pullman dressing rooms, and no mannequins are needed to show off the newest wrinkles in clothing—poise and pose come easy to the seasoned traveler.

THOSE Ohio firemen who demanded pay on an hour-rate basis had the smouldering spark of a profitable idea—for them. They wanted their incomes measured by the time required to put out fires—the longer each fire burned, the higher they could jack up their wages, a sort of buy-play on the "after us the deluge" philosophy. Surely, fires are costly enough now without firemen putting a premium on their usual liquidation proceedings.

A GOOD many persons are convinced that Russia's chief activity since the war has been the exportation of rumors, but there is little news of what goes into that interesting country. Now there is some light from statisticians of the Shipping Board.

Cotton is going from our gulf ports to Murmansk, they say, and in three successive months cargoes of agricultural implements were shipped from New York to Odessa and Novorossick. A Canadian milling company sent 164,000 tons of flour to Russia, using 34 ships, of which 28 sailed from American ports.

And it may be that German boarding houses are returning to normalcy, for a shipment of 3,450 tons of dried prunes from San Francisco to Hamburg is reported. But the resounding clash of egos in China can hardly be linked with the exportation of 3,300 tons of dried eggs to New York. Nor can lovers of "hard licker" be connected with that cargo of hard molasses sent in baskets from Java to Philadelphia, though it was declared for use in the manufacture of alcohol.

To top off its statistical yarning, the Board tells a whopping big fish story . . . "Once

upon a time there was a whale, . . . well, anyway, seven cargoes of whale oil have been received in this country since the current year. And with all these bits of commercial gossip from the seven seas, who could contend that statistics are only dry rot?

A REPORT from a New York office for the recording of deeds and other important documents says photography will displace typists. If past performance counts for anything, of course it will. Photographs have been taking young women out of business jobs ever since the first tin-type rattled out of a dark room.

A LITTLE more than thirty-seven years ago, the first electric street railway in the United States began operation in Richmond, Virginia. Since the day when boys rode atop the cars to keep the "trolley" in place on the power wire, the business has grown to 880 lines in all parts of the country, operating 100,000 cars on 42,000 miles of track and carrying 16 billions of passengers a year.

Use of street railways is indicated by the number of rides per capita—145 in 1923, the last year for which reports are available, as compared to only 32 in 1890. Figures compiled by the American Electric Railway Association define the magnitude of the industry.

One person in every 100 is employed full time or part time by an electric-railway company, or has money invested in a company—there are 300,000 whole-time employees, approximately the same number of part-time employees who make electric-railway supplies, and 550,000 investors. About \$6,000,000,000 is invested in electric-railway securities, and more than \$4,000,000,000 additional in plants for the manufacture of electric-railway supplies, making a total of \$10,000,000,000. No one probably could accurately evaluate the importance of the street railway in the development of American cities and their suburban areas, nor is this hurrying generation likely to ponder the usefulness of a service so familiar that it has become a traditional utility of urban life. But somehow, "Where's the car stop?" is as thoroughly American as "What's the score?"

SOME GOOD openings for American dentists have been found in Alaska by the United States Department of the Interior. Through its Bureau of Education the Department is caring for the teeth of Eskimo, Indian and other native children in Alaskan



villages. The latest report showed that the teeth of 425 natives have received professional attention. Perhaps dentistry, like trade, follows the flag.

A NATION'S industrial history could be written in its patent office, but in this country the historian might be embarrassed with the wealth of his source material. Up to 1880 the law required applicants for patents



How do you handle stock transfers in your corporation?

FORTY-EIGHT state legislatures are making and changing laws which you must follow in transferring stock certificates.

You cannot control the residence of your stockholders.

You cannot select the laws under which you make transfers.

The laws change from time to time, but you are always responsible for proper transfer.

Thoroughly reliable transfer facilities are the result of years of experience and adequate facilities.

By appointing The Equitable your transfer agent you will be protected and will also effect a real economy in your overhead.

Send for our booklet

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37 WALL STREET

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DISTRICT REPRESENTATIVES

PHILADELPHIA: Packard Building
BALTIMORE: Calvert and Redwood Sts.
CHICAGO: 105 South La Salle St.
SAN FRANCISCO: 485 California St.



MORE than five hundred leading corporations have appointed this Company as trustee for security issues now outstanding, which total, at face value, more than five billion dollars.

Such substantial evidence of the position occupied by this Company in the field of trust service implies ability to handle your Company's requirements to your complete satisfaction. We act in every trust capacity.

Booklet, "Trust Service to Corporations," sent on request.

Guaranty Trust Company of New York

140 Broadway

LONDON PARIS BRUSSELS LIVERPOOL HAVRE ANTWERP

to submit models, with the result that the patent office received 155,000 models. To take care of this collection since 1884 has cost the Government more than \$200,000.

By way of reducing the expense of care-taking, the Congress has authorized a commission "to select such of the Patent Office models and exhibits as may be deemed to be of value and of historical interest . . . and cause the remainder of said models and exhibits to be disposed of by public auction, gift to Federal, State, or private museums or institutions, or returned, without expense to the Government, to the original depositors or their representatives, where demanded in writing by them. . . ."

Among the models are the first telephone, the first sewing machine, and other epochal devices. From them was created a new world of comforts and conveniences for the benefit of mankind. With the substance of those models is embalmed the fertile ingenuity of Americans of the long ago, but their works are no less significant of these times, when every day something's done that couldn't be done.

FRANCE is making notable progress in her business of rebuilding structures destroyed during the war. At the time of the armistice, 893,792 buildings had been destroyed. By the first of this year 508,319 of the buildings had been rebuilt. A considerable number of owners of the other buildings accepted war damages and will not rebuild.

Of the 22,900 factories destroyed, 21,000 had been repaired or rebuilt by the first of the year, as were more than half of the 5,081 schools and 3,311 churches destroyed. The figures are included in a report made to the United States Department of Commerce by C. L. Jones, commercial attaché at Paris.

"Of the 5,000,000 acres of farm land unsuitable for use at the end of the war, 4,500,000 acres have been restored to use. Complete fulfilment of the government's plan of reconstruction in the devastated regions, the report indicates, should be accomplished in another year—a convincing demonstration that a vigorous war on waste will win back the waste of war.

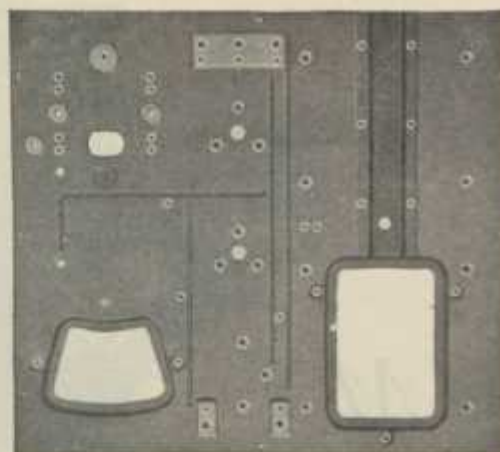
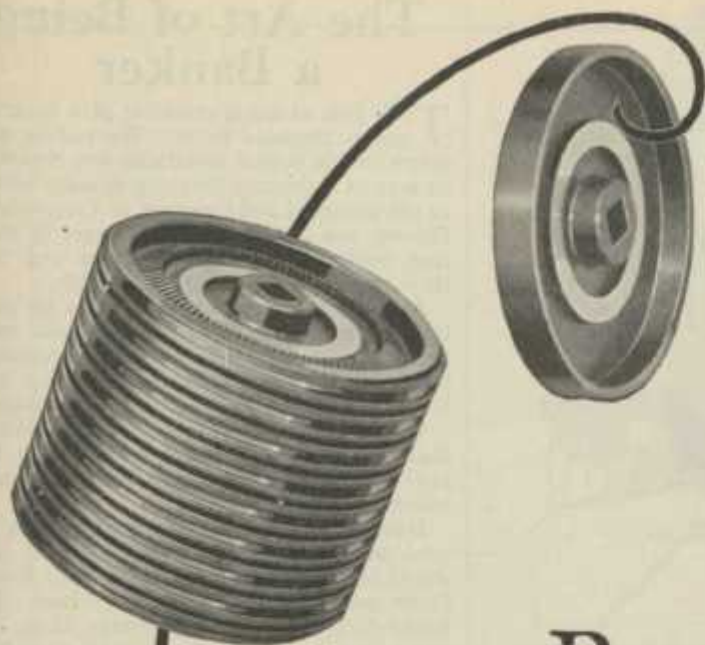
TOO MUCH rain in the scenario submitted by J. Pluvius in Southern California, say movie makers of Hollywood. Because of the unseasonable deluge, "shots" scheduled for outdoor locations had to be made in studios, requiring the building of expensive indoor sets. This rearrangement of plans has retarded the summer film crop, and cost the producers about \$500,000.

It may be that the plot would not have thickened so expensively had a rejection slip been sent the unwelcome contributor. But for the movie makers to film-flam Mr. Pluvius with a scrap of paper might not be easy—he's been around a lot with stars.

It's Smooth—But Is It Cricket?

AIRPLANES must be oiled by crickets, it seems. At least the very best oil for them comes from crickets—an oil which does not congeal even at high altitudes.

Recently, reports *Automotive Industries*, about 18 tons of crickets were shipped from Algeria to Holland. Part of the shipment was utilized for feeding poultry. (Are they teaching the geese of Holland to fly?) But the remainder were put into the oil factory and the result is said to have given satisfaction.



Production costs *reduced to a fraction*

MOLDED Bakelite has improved the quality and greatly reduced the cost of this portable potentiometer, made for the Brown Instrument Company of Philadelphia.

The finished piece originally cost \$15.60, but by molding it of Bakelite it is produced for \$2.66—**ONE-SIXTH** of the former cost. Fifty-six inserts are embedded in the panel and relief lettering molded on the reverse side—all in one operation.

Even greater savings are effected in the manufacture of the insulated guide, indicated on the diagram. The two parts of this guide are molded of Bakelite and the electrical contacts embedded in the outside face—at **ONE-TENTH** of the original production cost.

Perhaps Bakelite can help to lower the cost of your product. May we talk it over with you?

BAKELITE CORPORATION

241 Park Ave., New York

636 W. 22d St., Chicago



"The Story of Bakelite," by John Kimberly Mumford, is a fascinating and educational story about the discovery and development of Bakelite. May we send you a copy?



Bakelite is the registered trade-mark for the phenol resin products manufactured under patents owned by the Bakelite Corporation.

BAKELITE

THE MATERIAL OF A THOUSAND USES



The Art of Being a Banker

THE JOB of being president of a bank has always appealed to us. We picture ourselves sitting behind something less than half an acre of mahogany, listening in stony silence to the president and treasurer of Consolidated Hairnet and Hairpin, who are eager to show that bobbed hair is disappearing and that their request for a loan is reasonable.

At other times in our imagination we stalk through the marble lobbies of our bank, smiling approval on the line at the receiving teller's window and frowning somewhat austere at those who would withdraw money.

But how become a bank president? Where shall we start, and what road shall we follow? There is only one rule that comes anywhere near being universal:

Don't be born in the town where you intend to be president of a bank. If you would be president of a bank in Wall Street, better not be born in Manhattan Island. Try Rapid City, S. Dak., or Hyannis, Mass. Of 50 presidents of big banks selected at random, only six were born where they now live.

For the rest of it one may start almost anywhere and wind up a bank president. Go to Harvard or the University of California; start to work at twelve; begin in a bank or a grocery store; be the most rolling of rolling stones so far as change of occupations is concerned; or stay under one business roof all one's life; and still you may wind up on a banker's throne. There's no rule.

All this is inspired by running over the brief biographies of those fifty bankers in cities ranging from Boston to Los Angeles and from Seattle to New Orleans.

Even in their briefest form, these little biographies make up a cross-section of American life. You can't crystallize the results into any kind of proverbial wisdom such as: "Bankers are born, not made." "Once a banker, always a banker." "The rolling banker gathers no presidency."

Look over a handful of bankers from, say, San Francisco, and see how they started. William H. Crocker, of the Crocker National Bank, has been a banker all his life. So has Frank B. Anderson, of the Bank of California. But John S. Drum, of the Mercantile Trust Company, was a lawyer. A. P. Gianini, of the Bank of Italy, went into a wholesale commission house when he was 12, while C. A. Sbarboro, of the Italian-American Bank, began life as grocery clerk and later taught school. Hubert Fleishhacker, of the Anglo and London Paris National Bank, was in the paper business, and Rudolph Spreckles, of the United Bank and Trust Company, in sugar.

Let's cross the country to New York:

Here's George F. Baker, of the First National Bank, born in Troy and in banking all his business life. Here's Charles E. Mitchell, of the National City Bank. He was born in Chelsea, Mass., and was in the electrical business. Or James S. Alexander. He was born in Tarrytown, N. Y., went into the National Bank of Commerce and stayed there until he had reached the top.

John McHugh, of the Mechanics & Metals, was a native of Canada; Harvey Gibson, of the New York Trust Company, began life in North Conway, N. H.; James H. Perkins, of the Farmers Loan & Trust Company, in Milton, Mass.; Percy H. Johnston, of the Chemical National, Kentucky; Jackson E. Reynolds, of the First National, Woodstock, Illinois.

The list might be drawn out indefinitely. Banking is still a mighty democratic business, and most anyone has a chance in it.—W. B.

JIMMY

opens his
bag o'

Tricks

"I DON'T want to seem curious, Jimmy, but the shape of that package interests me strangely," observed a fellow club member as Jimmy Warren set his bundle on the counter and checked his hat.

"It's not what you think," smiled Jimmy. "But it *is* interesting just the same. As a matter of fact, you won't find any better bit of conjuring on any stage than I've got right here. I'll show you," and he loosened the paper. First he brought out a flat disc of steel about 12 inches in diameter.

"Just examine that carefully, please, and then tell me how you'd make *this* out of it," and he held up a perfect seamless steel cylinder some six inches long.

The other studied the pieces closely. "In the words of the poet," he said, finally, "interesting if true."

"It's true all right," replied Jimmy. "We're making these cylinders down at the YPS plant for the Marvel pump people. They put 'em in their oil dispensing pumps, in place of the brass cylinders they used before. You see, brass is plenty expensive, but it was the only thing they'd discovered that would give them cylinders accurate enough to work properly with steel pistons.

"I knew we could make those cylinders out of pressed steel and save them a big percentage of their cost.

So one day I dropped in at the Marvel plant and went over the matter with them.

The low cost appealed to them, all right, but they wanted to be sure we could meet these very strict specifications, accurately.

"The cylinders can't vary on inside dimension more than $\pm .010$ of an inch or $-.000$, nor more than $.004$ of an inch out of round. That's holding it down pretty fine. But I wasn't afraid of that, because our pressed metal men know how to shape dies and apply pressure to make sheet steel 'flow' into almost any shape, and still keep it accurate to a hair's breadth.

"So here's how they produce these cylinders at the YPS plant. They put this sheet steel blank under one of those big presses and draw it down in cupping dies that reduce the diameter 20 per cent, like this," and he brought out a shallow cup.

"Then they anneal it to reduce the metal's hardness and put it under the press two more times. Each time the cup is made a little deeper and a little narrower, this way. Then a final pressing brings it to the exact limits of this cylinder, here. After that it's just a matter of cutting off the bottom of the cup on a lathe—and there you are.

"And, today, the Marvel people are profiting very nicely from this little modern miracle you see here."



Adventures in Redesign—This little book offers interesting and profitable reading if you are manufacturing products now made up of cast-metal parts.

It relates many remarkable instances wherein "pressing from steel instead" has reduced weight, increased strength and vastly improved the character of products for almost every branch of industry. Ask your secretary to mail this coupon today.

THE YOUNGSTOWN PRESSED STEEL CO., Warren, O.

"Pioneers in Pressed Steel Redesignment"



The Youngstown Pressed Steel Co., Warren, Ohio

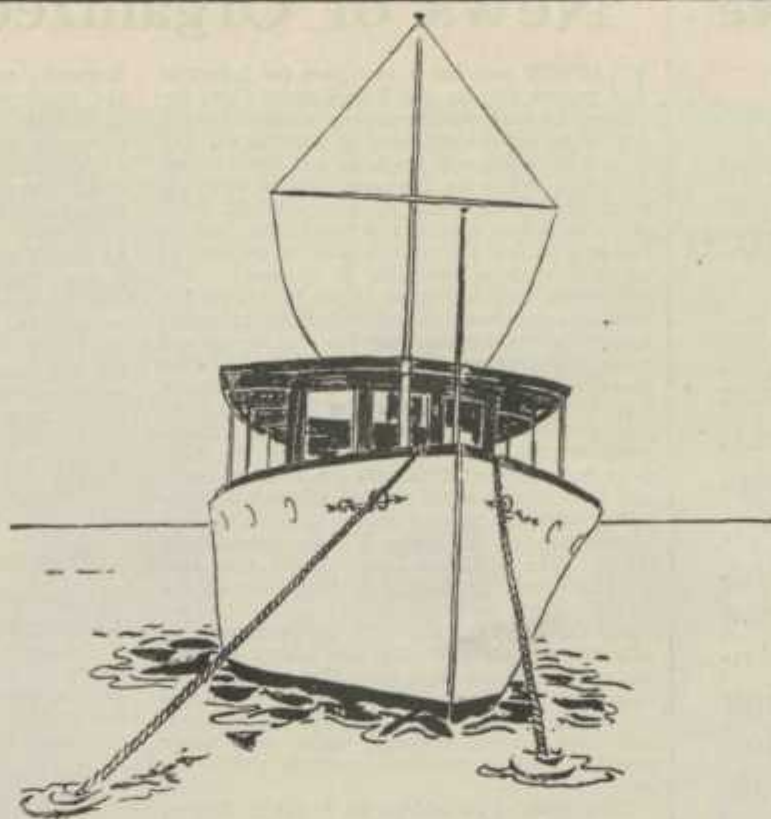
Please send me a free copy of "Adventures in Redesign."

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Town..... State.....

NR-9-25



TWO-ANCHORS

It is a custom among yachtsmen to ride to two anchors, even though one is heavy enough to hold in the strongest blow.

Something might happen to one anchor. It might foul or drag, or the cable might chafe through.

In just the same way, something might happen to the safeguards you erect against Fire.

No matter how carefully you have planned to prevent the start or spread of a fire in your plant you ought also to have the extra "anchor" of the Hartford's Fire Prevention Engineering Service.

When a Hartford engineer checks up your fire hose, operates your fire doors, tests your extinguishers, studies your watchman's system, examines your housekeeping, the handling of your products or combustible material, he may reveal a grave though unnoticed danger. His services are free. You pay for the indemnity against loss represented by a Hartford policy but you pay nothing for this invaluable fire prevention service.

There is a Hartford Agent near you. Ask him to put you in touch with this fire prevention service. If you do not know the agent's name write to the

HARTFORD FIRE INSURANCE CO.
HARTFORD, CONN.



The Hartford Fire Insurance Company and the Hartford Accident and Indemnity Company write practically every form of insurance except life

Every Executive Should Have This Book for Ready Reference

The Book Is Free

For the information of Factory Executives, Engineers, Managers and Superintendents, Skinner Bros Mfg. Co., Inc., has issued a new catalog concerning better Heating and Air Conditioning of Plants, Mills, Factories and Shops of every size and type.

Skinner Bros Engineers built this catalog to place before Industrial Executives the latest improved methods of heating and air conditioning their manufactories and to inform them of the equipment that is reducing overhead by cutting down production costs.

A post card will bring your copy. Don't fail to send for it without delay. You will find this catalog highly valuable.

Skinner Bros Manufacturing Co., Inc.

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120 Bayway, ELIZABETH, N. J.

SALES OFFICES AND BRANCHES
IN ALL PRINCIPAL CITIES

News of Organized Business

DAYTON now has a new plan for industrial growth because the Rike-Kumler Company decided to celebrate the seventy-second anniversary of its department store by showing the way to new factories, new products, and new citizens. The store began its campaign with a series of advertisements in which it emphasized the city's need "to dream dreams and see visions, and to couple with our visions a willingness to give of ourselves even to the point of sacrifice."

To bring new industries to the Ohio city, the company suggested organization of an industrial foundation "which shall use the engineering and fiscal brains of our city as a research foundation department to pass on the probable value of a product and to insure that the foundation fund shall be put to work for Dayton with a maximum of care and intelligence." And the company believed that "We will get these factories and these new payrolls and the additional population when we deserve them. Prosperity is a by-product. A city, like a man, grows from within. The additions from without take care of themselves if we have done all we can on the inside."

An exhibition of Dayton's products was an educational feature of the anniversary celebration. For fourteen days more than one hundred manufacturers displayed their wares in booths throughout the store. The exhibits included cash and invoice registers, radio sets, heavy castings, washing machines, overalls, golf clubs, paper, and toys.

High lights of an address by James A. Emery, counsel of the National Association of Manufacturers, made at a banquet for six hundred Dayton business men, were used in a half-page advertisement. The company also published a full-page advertisement with statements from business men on Dayton's commercial future.

The advertising campaign achieved a notable and constructive response. Owners of other department stores pledged their support to the Rike-Kumler plan. A building-and-loan association approved the plan through a page advertisement in each of the newspapers. The Dayton Advertising Club contributed the services of members to give publicity to the plan. To give substance to the industrial foundation advocated, the Dayton Industrial Association was organized, and is now cooperating with the chamber of commerce in studying the problems of established industries, and in preparing the way for new industries.

ROBERT B. SAPINSLEY

"Friendship Tour" from Minneapolis

NEW BUSINESS contacts were established and friendly cooperation was promoted in fifty-eight towns and cities of North Dakota and Minnesota by 125 executives of Minneapolis firms who made a "Friendship Tour" under the auspices of the Minneapolis Civic and Commerce Association, with John A. Gurley chairman of the committee on arrangements.

Although the combined normal population of the places included in the itinerary is 125,000, the entertainments and attractions offered by the tourists and local merchants brought the aggregate up to 200,000 persons for the period of the tour, and sales of local merchants were increased to \$250,000.

A limerick contest was a feature of the tour. In each town and city prizes were offered for the best last line submitted, and decisions were made by a committee of residents. So many "lines" were received by some of the committees that awards could not be announced by the time the visiting merchants and manufacturers were scheduled to depart. The prizes in merchandise ranged from a set of silver valued at \$100 to a set of notebooks valued at \$1. Some cash prizes were offered. Local merchants also gave merchandise to successful contestants.

Entertainment was provided by a twenty-five-piece band, the Gold Medal radio quartette from station WCCO, and a "Pullman Porter" quartette. Members of the party also made addresses.

Souvenirs were offered to attract people from the countryside and from nearby communities to market days, bargain days, dollar days, creamery days, and other special days.

Two representatives of the Association preceded the main party of tourists and made arrangements for their coming. In each of the towns and cities local committees were organized to devise means to attract visitors during the stay of the Minneapolis business men. At one city the merchants issued an 8-page newspaper section to advertise "Friendship Tour" day. Copies of this special section were mailed to families living in the country, and a direct mail campaign was also made. Business women helped to give invitation by telephoning many persons living outside the city. In other cities merchants distributed broadsides, handbills or posters.

GEORGE M. DAVIS

Distributors Urged to Study Costs

ALVIN E. DODD, manager of the Domestic Distribution Department of the Chamber of Commerce of the United States, in an address before the Electrical Supply Jobbers Association, asserted that unprofitable customers are one of the greatest sources of waste in distribution, explaining that—

In almost all cases unprofitable customers hang on by their teeth, their orders are given to fill only their immediate needs, their payments usually are slow and the excess of expenses of doing business with them acts as a drag upon other business which is profitable when unencumbered.

In this connection, Mr. Dodd urged distributors to make a detailed study of the value of each individual customer and of each section of the sales territory. He said:

Considerations of this kind are beginning to be regarded as of equal if not greater importance than a knowledge of the proportionate expenses of doing business in their various aspects. A recent instance which came to my attention illustrates the idea clearly: The owner of a large wholesale establishment faced with the losses which attend a multitude of small orders—sometimes described as hand-to-mouth buying—decided to establish what might be called a rating for each of his many hundreds of customers; not on the basis of their credit but on their value as customers to his business. As a result of this study he reduced the number by about 50 per cent and this proved so satisfactory that the study was extended to territory which in its turn was reduced about 33 per cent.

At the same time, Mr. Dodd urged distributors to collect and study comparative costs of doing business.

Junior Achievement Club Work

PLANS for the expansion of the Junior Achievement system of club work for city boys and girls were considered in Washington at a meeting of thirty-six leaders in the industry and business of the northeastern states. The club work has developed from a similar meeting held five years ago at Springfield, Massachusetts, when it was agreed that work should be a part of the daily life of city boys and girls to combat dangerous tendencies in American civilization. Theodore N. Vail, Senator Murray Crane, and Horace A. Moses, president of the Strathmore Paper Company, were among the pioneers of the movement. Mr. Moses is now chairman of the Junior Achievement Club Work.

More than 5,000 boys and girls of the northeastern states are now enrolled in 500 Junior Achievement Clubs for industrial and homemaking courses, and the original group of fifty-eight men who gave time and money to establish the



The Shops—Kohler Village

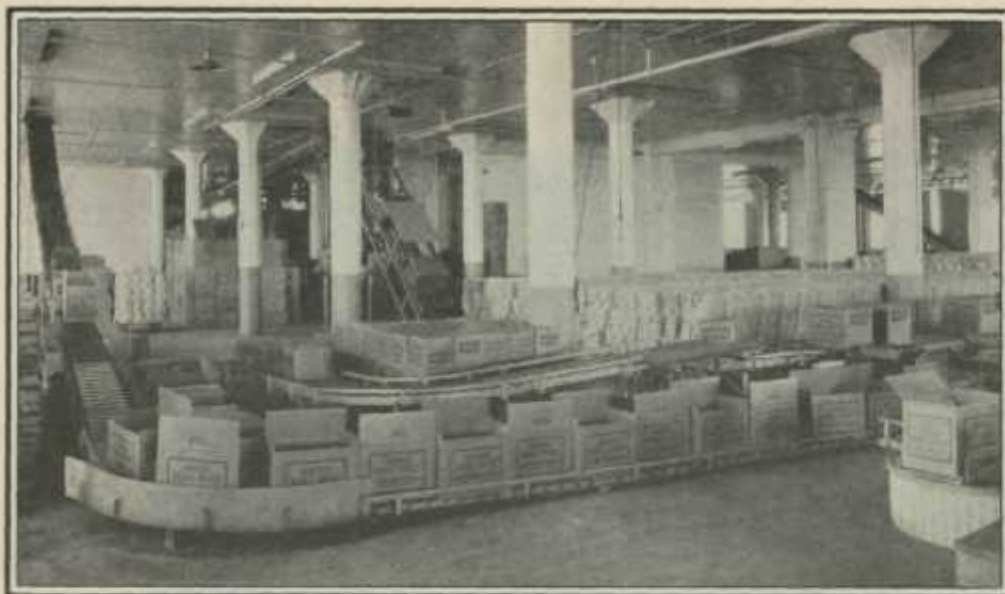
Kohler Village is developing a finer community life just as surely as the great Kohler factories—where enameled plumbing ware and private electric plants are made—are developing an ever finer sense of craftsmanship.

IF you are building a fine home, hotel, apartment building, or club, you can be sure of highest quality in the plumbing fixtures—at no higher cost—if Kohler Ware is specified. Kohler fixtures excel in beauty of design and in quality of enamel. The name "Kohler" unobtrusively fused in the superbly white enamel of every fixture is your guaranty. You will be well pleased with the outcome if you suggest Kohler Ware to your architect next time.

Kohler Co., Founded 1873, Kohler, Wis. • Shipping Point, Sheboygan, Wis.
BRANCHES IN PRINCIPAL CITIES

KOHLER OF KOHLER

Enameled Plumbing Ware



Portion of Mathews Conveyor System in plant of the Shredded Wheat Co., Niagara Falls. Two other plants of this Company have Mathews installations.

Insure the Dividend on Your Conveyor Investment

THE list of companies using Mathews Conveyor Systems looks like the blue book of American industry. Big, successful companies have learned how to buy, and when they buy equipment which is going to affect production and profits for years, they take pains to get the best, rather than the cheapest.

There's no doubt about it—the temptation to buy the thing that's offered for the lowest price is strong, especially the first time.

A good conveying system earns such a high dividend on the investment, it will pay you to put enough into it to insure that dividend, for as long a period as possible. Sound engineering, based on many years of successful practice; plus the actual building of a superior type of conveyor—these are the two big points that Mathews is prepared to demonstrate to you.

Write, phone the nearest Mathews office, or use the coupon.

MATHEWS CONVEYER COMPANY, Ellwood City, Pa.

(Formerly Mathews Gravity Carrier Co.)

New York, Boston, Philadelphia, Buffalo, Pittsburgh, Cleveland, Detroit, Chicago, Atlanta, Anderson, S.C., New Orleans, Milwaukee, Minneapolis, St. Louis, Omaha, Denver, Salt Lake City, Los Angeles, San Francisco, Seattle. Canadian Factories: Port Hope, Ont.

MATHEWS

Conveyer Systems

Increase Plant Profits

MATHEWS CONVEYER COMPANY, Ellwood City, Pa.

- ☐ We are interested in Conveyers for _____
☐ Please have your District Engineer call _____

Firm _____

Individual _____

Address _____

N. B. 9-15

When writing to MATHEWS CONVEYER COMPANY please mention Nation's Business

enterprise has grown to several hundred members. The principal objects of the Junior Achievement Club Work are:

To interest boys and girls in productive work, giving them an appreciation of the earned dollar, an understanding of the opportunity and dignity of honest labor and the joy of success.

To produce more efficient, happier workers by helping the boys and girls arrive at a wise choice of occupation through a system of "try-outs" that will lead to the best use of abilities, maximum earning power and independence.

To train boys and girls in practical business economics, which will establish closer relationships between capital and labor and reduce the "sawteeth" of business inflation and depression.

To strengthen the home as an American institution by reviving the home sciences and arts among the homemakers-to-be, and by giving the home a program of work and ownership that builds for a united family life.

To prepare boys and girls for service and leadership so that their future business and home activities may be tempered with unselfishness and with the power to lead the way to bigger and better things for America.

Junior Achievement Club Work is primarily for the purpose of supplementing and reinforcing existing organizations and institutions that desire to interest boys and girls in self-help activities. The industrial courses now include toymaking, woodcraft, electrical construction, cement, pottery, leather, lettering, paper manufacture, printing, rubber, and textile manufacture. The home-making courses include clothing and millinery, foods, home improvement, reed work, and pyroxylin and wax work.

Offices of the eastern states league of clubs are located at Springfield, Mass., with Ivan L. Hobson as director of the Junior Achievement Bureau.

Merchandising "Weeks" and "Days"

ENQUIRIES received by the Domestic Distribution Department of the National Chamber indicate a growing interest in merchandising "weeks" and "days" and several trade associations are undertaking these "events" on a national scale to promote interest in their products.

No authentic list of such weeks and days, the organizations which sponsor them and the dates of recurrence is available. The Domestic Distribution Department is considering a plan for gathering such information, and as a preliminary step is examining the organization and workings of some of the better-known merchandising "weeks."

"Canned Foods Week," which is typical, is held in the fall, and is sponsored by the National Canners Association, the National Wholesale Grocers Association, the American Wholesale Grocers Association, the Canning Machinery and Supplies Association, the National Food Brokers Association, the National Association of Retail Grocers and the National Chain-store Grocers Association.

The organization for observance of the "week" includes a general committee on which are representatives of each of the cooperating associations. Local committees are appointed for the various towns and cities by the wholesale grocers and the food brokers through their associations. There is no fixed program for the observance of the week, the local committees determining the character of the program to meet local conditions. The general committee furnishes suggestions and material to local committees and assists in any special features they may plan.

Publicity is obtained through posters, wagon streamers, press stories, window displays, recipes, etc. National advertisers of canned foods feature the event in their advertising copy for the fall months. In many instances individual canners and wholesale distributors cooperate with retailers in local newspaper advertising.

Other publicity features are luncheons at which only canned foods are served, meetings of wo-



These 12-year veterans still work like youngsters

Twelve years ago four Pierce-Arrow trucks entered the service of Christian Feigenspan, a corporation, of Newark, New Jersey.

So faithfully have these veterans performed their work that more Pierce-Arrows have been added constantly until today the fleet numbers 45 Pierce-Arrow trucks.

The gigantic coal, ice and bottled goods business of the company calls for the utmost in motor truck ability. All the trucks have been running continuously on an eight-hour basis since their purchase. During the summer season the ice trucks work 14 hours daily. From the Feigenspan yards the trucks must travel over roads so rough and rutted as to shorten materially the life of an average truck.

Mr. Edward Hoehmann, manager of the automotive department, says, "Owing to the dependability and long life of Pierce-Arrow trucks, we keep only a small force of men on repair work. We get from 10,000 to 25,000 miles on a set of tires."

Let us tell you what silent, powerful Pierce-Arrow trucks are doing in your line of business.

\$3350 and up for chassis. Sizes: 2, 3, 4, 5 and 7½ tons f. o. b. Buffalo, N. Y.

Six-cylinder Motor Bus prices upon application

Terms if desired

THE PIERCE-ARROW MOTOR CAR COMPANY, Buffalo, N. Y.

When in Buffalo, visit the Pierce-Arrow factory. Capable guides will show you how Pierce-Arrow trucks and busses are built

Pierce Arrow

*Dual-Valve
Heavy Duty* Trucks



30 Miles of Bookshelves

Van Dorn Steel Shelving in the New Public Library at Cleveland, Ohio, provides 30 miles of shelf space with a total capacity of 1,300,000 books.

Van Dorn Equipped this Magnificent Library

THE new \$5,000,000 Public Library at Cleveland, Ohio, one of the largest and most magnificent structures of its kind in the world, is equipped with Van Dorn Steel Shelving for book storage.

Whatever you have to store, you too, should investigate Van Dorn Shelving. It may be heavy or light articles, bulky or compact, to be stored on shelves, in bins, on open shelves or protected by sides, backs and doors—in fact, any type of storage space you may require can be quickly and economically built from standard Van Dorn Shelving units.

These units are assembled as easily as a Meccano toy, with wrench and screwdriver. And the shelves may be altered, added to or entirely taken down and removed at any time! You can build the shelves around windows or under stairs. In fact, with Van Dorn Convertible Steel Shelving you can meet changing requirements as often and as rapidly as they change.

May we send catalog?

The Van Dorn Iron Works Company
Cleveland, Ohio

Branches: Cleveland New York Chicago Washington Pittsburgh

Van Dorn

MASTERCRAFTSMANSHIP
IN STEEL

When writing to THE VAN DORN IRON WORKS COMPANY please mention Nation's Business

men's clubs with addresses on canned foods, radio addresses on the canning industry, essay contests, and cooking contests.

The "week" is financed by voluntary contributions from canners, machinery and supply firms, distributors and others interested in the canning industry and trade. It is expected that the general fund for "Canned Foods Week" for 1925 will amount to about \$75,000, not including the sums to be raised by the local committees.

At the close of each "Canned Foods Week" a report is obtained from the chairman of the local committees giving information as to the features of the local program, the extent to which retailers participated, and expressions as to the effect of the "week" in arousing consumer interest and increasing the sales of canned foods. Local chairmen are asked also to submit suggestions for the following year. Through clipping agencies a check is made on the advertising and news publicity.

The Domestic Distribution Department will welcome any description of such events which have been held or are contemplated.

Women Help Keep Brooklyn Clean

BROOKLYN is now a cleaner, more healthful, more beautiful city, because the chamber through its "Cleaner Brooklyn" committee joined with the city's health and street-cleaning departments in expanding the usual "clean up and paint up" week to an intensive two-weeks' campaign. The work of the committee, under the chairmanship of Dr. Eliza M. Mosher, was done by Brooklyn women, with the support of the chamber's membership.

To facilitate the committee's work, the city was divided into one hundred zones, with one woman in each zone as the official supervisor. Most of the zone supervisors were appointed by civic organizations. Other women volunteered to serve as street supervisors. Cards, printed in English and in foreign languages, were distributed by the street supervisors to tell the citizens how to dispose of waste and rubbish. The street supervisors also saw that the sanitary ordinances were observed along the streets to which they were assigned. The street supervisors reported to the zone supervisors, who reported to the "Cleaner Brooklyn" committee.

With the slogan, "Keep Our City Clean by Not Making It Dirty," interest in the activities sponsored by the committee was developed by local advertising and publicity. Brooklyn business houses contributed money to help meet expenses. Prizes for campaign posters were offered to the school children and the chamber offered prizes for the section showing the greatest improvement during the campaign. A parade was a feature, and a mass-meeting was held to impress citizens with the importance of keeping the city free of litter and rubbish. Pastors told their congregations about the work of the committee and asked for cooperation.

Winona Merchants Dine Salesmen

THE MERCHANTS of Winona, Minnesota, through the merchants' bureau of the Association of Commerce, gave a dinner to their sales forces. Several talks were made at the dinner, including one on salesmanship, one on loyalty, and one by a woman on what the shopper expects from the person behind the counter. The merchants' bureau plans to hold four similar meetings every year.

Business Aspects of Air Routes

PPOINTS to be considered in the establishment of air lines for the transportation of mail or freight and passengers are outlined in a bulletin issued by the Department of Transportation and Communication of the Chamber of Commerce of the United States. The bulletin suggests that cities contemplating air-line projects have careful surveys made of the commercial as well as the technical conditions affecting the routes and terminal facilities, and says:

Among the things to be considered in such a survey is the need for landing fields near the business centers, or near good rail, water or motor communications with such centers, in



Poor lighting increases manufacturing costs—

Good lighting lowers them

Good lighting is as essential to low cost production as up-to-date machines and skilled workers.

Only 75% of all working time is spent under daylight. 25%, under artificial lighting.

Yet four of every five plants are poorly lighted. Is your plant one of these four?

Good artificial lighting in your plant will give a 15% increase in production or its equivalent in lowered manufacturing costs.

To learn if your plant is properly lighted, get in touch with your local electric service company, electric league or club. Without any obligation to you, they will study your lighting needs and recommend improvements that will effect economies in your plant.

Remember: even 200 watt lamps in proper reflectors on ten foot centers give less than 1% of daylight.

INDUSTRIAL LIGHTING COMMITTEE

NATIONAL ELECTRIC LIGHT ASSOCIATION
29 WEST 39TH STREET
NEW YORK





Let Telesco Partition Settle Your Layout Problem

THE most carefully planned office layouts have to be changed.

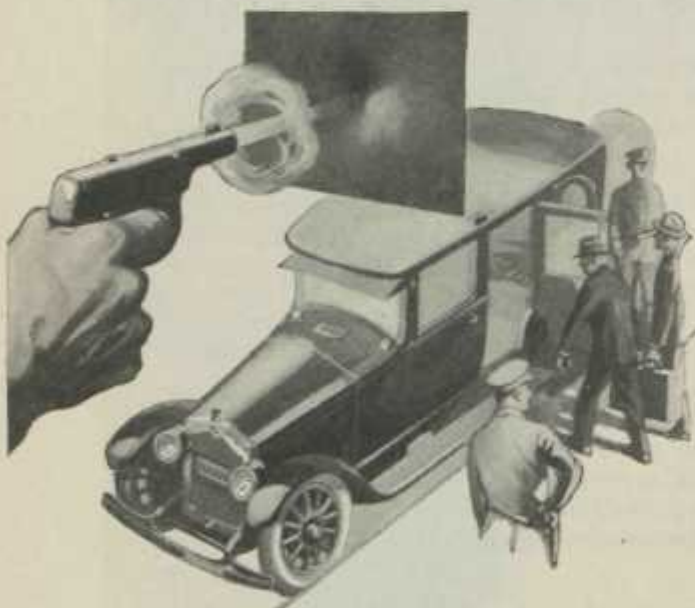
New departments, more help, and a change becomes necessary.

With movable Telesco Partition you can rearrange any layout over night.

It is a sectional wood and glass partition that can be moved with the only cost a few hours of carpenters' time. Even different height ceilings are cared for by the extension top.

Write for catalogues and complete information.

IMPROVED OFFICE PARTITION CO. 33 GRAND ST. ELMHURST, NEW YORK, N.Y.



Cheat the Gunman

Bovite Bullet-Proof Vests protect the vital organs of the body against revolver or pistol bullets. They have been adopted by police departments throughout the world. They are a necessary protection for: Armored Car Crews, Bank Doorkeepers, Bank Messengers, Cashiers, Custom House Officers, Industrial Police, Jewelers, Jewelry Salesmen, Mine Police, Paying Tellers, Paymasters, Pay-roll Carriers, Private Detectives, Railroad Police, Revenue Agents, Sheriffs, Sheriff's Deputies, State Troopers, Steamship Officers, Watchmen.

Write for descriptive circular

Protection for the Living Or Indemnity for the Dead?

Do your employees risk their lives in your service? Are you in danger from the bullet of the assassin?

In either case you should learn about automobile bodies invisibly armored with Bovite Bullet-Proof Metal and bullet-proof glass.

They look exactly like pleasure cars; or, if you prefer, like ordinary delivery-wagons. They are light, built to any design, and for any chassis. Yet they will stop any revolver or pistol bullet up to, and including, the steel-jacketed .45 calibre U.S. Army Colt.

Any automobile dealer can supply cars armored with Bovite Metal. Inquiries for descriptive booklet and prices, from responsible persons, are treated in strict confidence. Customers names are never disclosed.

AMERICAN ARMOR CORPORATION
33 West 34th Street New York City

Manufacturers of

BULLET PROOF
BOVITE
METAL

order to compete with other forms of transport on short-distance flights. The time between shipper and addressee is the important feature and not between airports only. In the larger centers nearby landing places may be established as ports of call, with the main terminals located farther out.

There is a need for well-marked air lanes, and the smaller towns should cooperate by distinctly marking one or more prominent buildings to guide the aviator when off his course in storm or fog. Lighted airways and frequent landing places are also necessary, night flying being essential for safety and for the saving of business time.

Landing places scattered over the country are beneficial to the itinerant service, but the needs of regularly organized route services should come first. Municipal airports will go far toward attracting commercial air lines but a study of the economic situation in order to determine in advance the possibilities of securing sufficient regular cargo to insure the financial success of the undertaking is of prime importance. The original cost of equipment and the cost of upkeep are, through lack of operating data, practically unknown quantities.

Success of School for Executives

THE FIFTH session of the National School for Commercial and Trade Executives at Northwestern University drew this year an attendance of well above 200 students from more than 30 states. At the conclusion of the two-weeks' course, on August 1, the board of managers announced that this year's session was the most successful that has been held.

The school is conducted by Northwestern in cooperation with the National Association of Commercial Organization Secretaries, the American Trade Association Executives and the Chamber of Commerce of the United States. Most of the students this year, as at the earlier schools, were men actively engaged in commercial and trade organization work. Some were younger men who intend to take up the work as a profession.

A feature of the school was a visit by John W. O'Leary, president of the National Chamber, who addressed the student body on the commercial and trade-organization movement. Mr. O'Leary paid a tribute to the office of secretary. The profession, he said, is attaining a new dignity because the secretary is learning his work and because the business man is coming to recognize the importance of the secretary's place in business organization.

Summer School at Stanford

REPRESENTATIVES of civic and commercial organizations throughout California and many of the western states attended the annual summer school for commercial-organization executives held at Stanford University, in July. The school is held annually under the auspices of the California Association of Commercial Secretaries and the Chamber of Commerce of the United States. Prof. E. A. Cottrell, of the Department of Political Science, Stanford University, directed the study courses.

Among the lecturers were Colvin Brown and William Harper Dean, members of the staff of the National Chamber.

America May Have Garden Cities

PLANS for holding a conference in behalf of establishing garden cities in the United States, similar to Letchworth and Welwyn, in England, are to be made by a group including Charles S. Bird, of Boston; Col. Charles Wetherill, of Philadelphia; Alexander M. Bing and Richard S. Childs, of the City Housing Corporation, New York; Lawson Purdy, of the Charity Organization Society, New York; and Henry James, of the Regional Plan of New York. The conference would consider the forming of a garden-city association.

The objects of the proposed association would be: To promote towns specially designed, from the beginning, for healthy living for all classes of the community, and for industry, restricted as far as practicable to a size to make possible a full measure of social life. The cities would be



Where Friction Attacks Hyatt Bearings Protect

THE bearing points in your equipment—that is where friction seeks to waste and destroy.

When plain friction bearings are used, the inevitable results are loss of power, excessive lubrication requirements and trouble-making wear.

You can guard against these evils by installing Hyatt roller bearings—both in your manufacturing equipment and in your mechanical products.

These modern bearings provide the easily rotating action of steel rollers in place of the dragging wasteful friction of plain bearings.

Their use results in thoroughly reliable operation, substantial economies in power and lubrication and the virtual elimination of bearing wear.

Successful operation for thirty-four years is one of the assurances that Hyatt bearings will meet your requirements.

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HYATT ROLLER BEARINGS FOR ALL MECHANICAL EQUIPMENT



He Knows His Business!

His decisions are quick—that's why he wins, but when he wants information he gets it—no digging—no delay—brought to him in a jiffy. At a glance he can tell

- what products move fast,
- when customers stop buying,
- what accounts are "slow pay,"
- where to buy for quick delivery,
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All these and many more action-getting facts are flashed to his attention from overlapping sheets in FLEX-SITE Visible units. These sheets are held on prongs; 1,000 in a compact, portable binder, built with the FLEX-SITE Shift.

In three minutes you can read the booklets, "Better Management." Your letterhead or your signature will bring it to you free.

VISIBLE RECORDS EQUIPMENT CO.
226 W. Adams St., Chicago



VISIBLE RECORD EQUIPMENT CO.
226 W. Adams St., Chicago, Ill.

Gentlemen: Certainly I'll spend three minutes with your booklet No. 229, "Better Management." Send it along.

Name.....

Address.....

City.....

Kind of Record.....

"Business Profits and Human Nature"

Here is a book on human beings and what they do. Fred Kelly, who writes the Human Nature in Business column for this magazine, is its author. Some of the chapter titles are: The Law of Averages, Cashing in on Footsteps, Human Nature and the Weather, Habits of the Shopper, Turning Imagination to Profit, Honesty in the Average Man, At the Credit Window.

"Business Profits and Human Nature" contains 279 pages, is illustrated by actual photographs, is well indexed, has large, clear type, good paper, and is bound in dark green cloth. Price, \$1.00, postpaid. Send your dollar and order to NATION'S BUSINESS MAGAZINE, Washington, D. C.

surrounded with belts of land or interspersed with wedges of land permanently restricted to open development, all the land being permanently zoned and held as far as practicable in trust for the community.

Value of Associations' Credit Work

CREDIT clearing agencies operated by trade associations signify a new development of credit-information service, according to a report on the trade-association movement made by the National Industrial Conference Board of New York.

Trade-association credit-information service, the Board says, is an important factor in stabilizing business. Association members because of their intimate knowledge of the trade and those engaged in it are in position to help eliminate extension of unsound credit. But it is the joint organization and operation of the indispensable machinery for the interchange of credit information, according to the Board's report, that makes credit service, as an association function, economically significant.

The interchange of information under joint auspices, in the view of the Board, helps to prevent "the competitive scramble on the part of individual firms to keep better informed of the credit status of customers than do rival concerns." The trade and ultimately the public, the Board believes, benefit from this "more intelligent" business policy, and no public interest is jeopardized if proper methods are pursued.

Akron Shriners Advertise City

THE POSSIBILITIES of community advertising were impressively demonstrated in nine cities of the west by four hundred Akron Shriners who went to Los Angeles for the annual meeting of the Imperial Council of the Shrine. This publicity campaign, made in behalf of Akron's industries and centennial celebration, was directed by the chamber of commerce.

The party of Shriners, traveling in two special trains of fifteen cars each, included the Tadmor Temple Band and Patrol. On the way to Los Angeles, stops were made at Denver, Salt Lake City, and Colorado Springs. The return trip was made by way of San Francisco, Portland, Seattle, Spokane, and St. Paul, where stops were also made.

In the cities named, page advertisements were placed in newspapers to introduce the visitors, tell something about Akron, and to invite local residents to Akron's observance of the one hundredth anniversary of her founding. A booklet supplemented the newspaper advertising. It gave views of the city and presented information on its factories. The cover portrayed an automobile tire, bearing on the tread the letters "A C C." The tire framed a street scene. On the cover appeared the legends "Akron, Ohio—U. S. A." and "The City of Opportunity." About one hundred thousand copies of the booklet were distributed.

In each city the Shriners gave a dinner to the mayor and to one hundred representative citizens. Concerts by the Temple Band were broadcast from fifteen radio stations on the Pacific coast. The band and the patrol appeared as a feature number in several theaters.

Coming Business Conventions

Date	City	Organization
September		
1.....	New York.....	American Manufacturers Association.
2-5.....	Providence.....	American Industrial Leaders Association.
2-9.....	New York.....	Oyster Growers and Dealers Association of North America.
14-19.....	Buffalo.....	American Bakers Association.
14-18.....	Cleveland.....	American Society for Steel Treating.
15.....	*.....	National Publishers Association.
15-16.....	Washington.....	American Institute of Accountants.
Wk. of.....	Kansas City, Mo.....	Track Supply Association.
15th.....		
16.....	Buffalo.....	National Wood Chemical Association.
21-24.....	Chicago.....	Advertising Specialty Association.
28.....	Cleveland.....	National Safety Council.
29-Oct. 1.....	Kansas City, Mo.....	National Association of Life Underwriters.

* Vicinity of New York.



How This Modern Window Equipment Creates Cool Offices

BY KEEPING OUT the burning glare of the summer sun, by controlling the intensity of daylight, by reflecting all direct light rays to the ceiling where they are again reflected and diffused into soft, subdued daylight, and by permitting a free circulation of fresh air without interfering with daylight control — thus, *Western Venetian Blinds* create cool offices.

A remarkable service — "daylight control plus ventilation" — which cannot be equaled by any other type of window equipment. Is it any wonder, then, that thousands of offices are being equipped every month with *Western Venetian Blinds*?

We shall be glad to send you complete information on this modern window equipment — its service, its economy. Just clip and mail the coupon below.

How a Ray of Light Travels Via Western Venetian Blinds.

Each ray of bright sunlight is reflected and diffused into soft, restful daylight, thus eliminating blinding glare.



Western Venetian Blinds

MORE LIGHT~MORE AIR~LESS GLARE

WESTERN VENETIAN BLIND COMPANY

General Offices, Los Angeles; Factories, Los Angeles and Kansas City
New York Chicago Kansas City, Mo. Portland, Ore. San Francisco Seattle Atlanta
New Orleans, St. Petersburg, Texas Agents: Two Republics Sales Service, San Antonio, Dallas, Houston

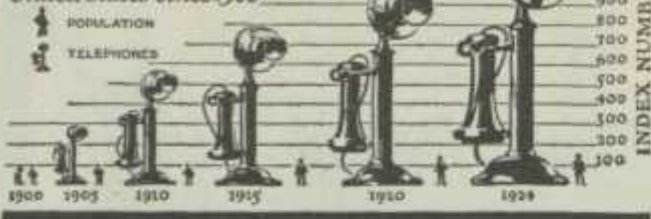
Western Venetian Blind Co., Dept. N-9, 2700 Long Beach Ave., Los Angeles

Gentlemen: Without any obligation to me, please send me your free book "Daylight Control Plus Ventilation."

*Mail Coupon
for free catalog*

Name _____
Business Firm _____
Address _____
City _____ State _____

Growth of Population
and Telephones in the
United States since 1900



Population Outstripped

ALTHOUGH the nation's population since 1900 has been increasing a million and a half a year, the telephone has had a greater growth.

In the past twenty-four years the number of telephones has increased eleven-fold.

Today our country has 63% of the world's telephones. New York City alone has more than all Great Britain. New York and Chicago have more than the four continents of Asia, Africa, South America and Australasia.

There are 16,700,000 telephone stations in this country, involving 48,000,000 miles of telephone wire and a personnel of 350,000 people. Bell System property on Dec. 31, 1924 had a book cost of \$2,266,923,466.

This nation-wide plant and its wide-spread service underlie Bell System securities.



The stock of the A. T. & T., parent company of the Bell System, can be bought in the open market to yield a good return. Write for information.

BELL TELEPHONE SECURITIES CO. Inc.

D.F. Houston, President
195 Broadway NEW YORK

"The People's Messenger"



THIS BINDER has space for a dozen copies of NATION'S BUSINESS. It is bound in black and embossed in gold—is an ornament to the handsomest desk or bookcase, but unlike most ornaments is useful. It will keep each copy clean and in place so that you can always find it.

Cloth bound \$2.50, and will be sent to you post-paid on receipt of that amount.

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Washington

MERCHANDISING EXECUTIVE

Available on Short Notice

A MASTER salesman, of proven ability to analyze, plan and execute a complete sales programme, seeks new opportunity.

His record includes agency, house-organ, direct-mail, and mail order experience, as well as personal selling, and direction of sales.

Application in full will be made to interested firms. Write to this address for full details:

Box 104

NATION'S BUSINESS
Washington

Government Aids to Business

IN CONNECTION with investigations to determine the comparative properties of leather and composition (rubber base) shoe soles, the Bureau of Standards has noted

Properties of Composition and Leather Soles

that greater foot discomfort seems to occur with shoes having composition soles. As comments to this effect were more frequent in the warmer months of the year and mentioned heating, drawing, or burning sensation of the foot, it was suggested that the difference in the thermal conductivity of the two soling materials might partly account for the seeming discomfort.

To obtain information on this question, a crude experiment was made by the Bureau. A pair of shoes, one soled with leather and one soled with composition material, was placed on a hot plate at a temperature of 160° Fahrenheit. The tops of the shoes were sealed with paper board through which thermometers were so placed that the bulbs were just above, but not in contact with the soles. The temperature inside each shoe was read every minute for one hour. At the end of the hour the temperature of each shoe had risen from 84° to 120° Fahrenheit.

The experiment indicated, the Bureau says, that there was no appreciable difference in the rate of transfer of heat through leather and the rubber composition. More accurate measures were then made by placing samples of the materials between metal plates, between which a constant difference of temperature was maintained by electrically heating one of the plates. The heat flow was measured by the electrical power input, and the temperature difference was measured by means of thermo-couples fastened on the surfaces of the samples. The conductivities of the leather and the composition were determined as being .00037 and .00038, respectively, expressed as "calories per second per square centimeter per degree Centigrade per centimeter thickness."

The results show, the Bureau says, that there is no appreciable difference in the thermal conductivity of ordinary sole leather and the composition soling materials, and any difference in discomfort between the two materials must be owing to some other cause.

AN INFORMATIVE STATISTICAL APPRAISAL and analysis of world industry and world commerce is presented in the

Third Annual Commerce Review Now Available

715-page Commerce Yearbook, published by the United States Department of Commerce. This work, now in its third year, is prepared with special reference to the economic situation of the United States. It includes information originally collected by numerous government bureaus, trade associations, and trade journals, and is intended not only as an authentic reference book of basic facts but also as a guide in the study of outstanding problems of trade, production, price changes and market conditions.

The scope of the review is suggested by the topical division of the contents: Production, prices, agricultural products and foodstuffs, fuel and power, metals, construction and construction materials, machinery, textiles and clothing, leather and leather products, paper and printing, automotive products, rubber and rubber products, chemicals, transportation and communication, finance and banking, foreign trade of the United States, international trade, and economic reviews of foreign countries.

In his foreword to the Yearbook, Herbert Hoover, Secretary of Commerce, wrote:

The American people have little right to complain about our economic situation during the year 1924. Even agriculture has shown some partial recovery from its three years of

extreme difficulty. Our industrial production was only about 5 per cent less than in 1923, which was the record year in the history of the nation, but was 13 per cent greater than in 1919. There was practically no unemployment in a distressing sense, the midsummer decrease in activity showing itself to a considerable extent in part-time work. There was no boom under way in 1923, and therefore the minor decrease in production in 1924 was the result of a very short recession during the spring and summer months.

The book is obtainable from the Superintendent of Documents, Government Printing Office, Washington, D. C., or from any of the branch offices of the Bureau of Foreign and Domestic Commerce, at \$1 a copy.

THE UNITED STATES is the principal flour-exporting country in the world, and each year ships more than half of all the flour in international trade, says an informative

A Handbook on the Trade in Wheat and Flour

report on "Trade in Wheat and Wheat Flour," published by the Department of Commerce. This trade, the report discloses,

has made notable advances in the last decade, exports increasing from a pre-war average of 10,679,000 barrels to an average of 16,796,000 for the five years 1920-1924.

This 290-page report includes statistics for all the primary producing areas, and the trend of trade is charted for the last decade. As a handbook on wheat-and-flour statistics it should be useful to grain traders and producers. The report is obtainable from the Superintendent of Documents, Government Printing Office, Washington, D. C., or from any of the district offices of the Bureau of Foreign and Domestic Commerce, at 40 cents a copy.

AN INFORMATIVE REPORT on the manufacture of cotton small wares in the United States has been made by the Tariff Commission and is

Scope of the Cotton Small Wares Industry

now available in a printed booklet of 94 pages. The report discusses the articles included in paragraph 913 of the Tariff Act of 1922, and related articles.

Among the articles considered are: Fabrics with fast edges not exceeding 12 inches in width; tubings; garters, suspenders, and braces; cords and tamsels; spindle banding; lamp, stove, and candle wicking; boot, shoe, and corset lacings; loom harness, healds, and collets; woven labels; and belting for machinery.

This booklet, designated Tariff Information Surveys on the Articles in Paragraph 913 of the Tariff Act of 1922 and Related Articles in Other Paragraphs, is obtainable from the Superintendent of Documents, Government Printing Office, Washington, D. C., at 15 cents a copy.

THE PROBLEM of obtaining a satisfactory alloy for dental restorations has been considered by the Bureau of Standards. Tests on ultimate

Alloys Tested For Use in Dental Work

compressional strength, flow under continued pressure, and dimensional changes after hardening have been made. Although the strength of an aged

amalgam may equal that of steel when crushed, it is by no means similar to steel in resistance to continued pressure, the Bureau explains.

All the amalgams tested show continued flow when subjected to a continued pressure of only one-tenth the average quick-crushing load. These results indicate, the Bureau says, that more care must be taken in designing restorations, attachments, and contact points, than would be necessary if the material were similar to steel.

Dimensional change tests show slight expansions for some alloys when amalgamated and allowed to harden. Other alloys show shrinkage on hardening. This shrinkage, which takes place during and after the insertion of the filling, is very unfortunate for both the patient and the dentist, the Bureau asserts—the former does not

Firestone

R. M. C.



Removable Maxi-Cushion for Light Trucks

Here is a cushion tire for Ford trucks, fitting the same wheels, with the same simple attachments—in sizes 30x3½, 32x4½, 33x5 and 30x5. It gives operators full-time truck operation, by eliminating puncture delays—and full truck economy in protective cushioning and long mileage.

Note the Firestone offset pocket construction that gives extra strength, capacity and distribution of heat and strain. Under the wide, gripping tread there is a full depth of tough, slow-wearing rubber.

The nearest Firestone Service Dealer will show you how operators are profiting by keeping a set of R. M. C. Tires on hand for use on rush jobs and rugged work.

MOST MILES PER DOLLAR

AMERICANS SHOULD PRODUCE THEIR OWN RUBBER. *H.B. Firestone*

SATISFIES THIRST



A necessity in all business and public institutions

The Century line covers every practical need—there is a model for the small business employing only 10 people and others to serve up to 100 persons a day.

You will like these exclusive features: patented bubbler head, easily regulated to any volume of water—new design of cooling element—nickel plated self-closing stop cock and fixture—heavy cast iron base. Special packing and sealing of the cork insulation.

Low cost and economical operation are other features which are fully described in our complete catalogue.

Write for your copy and dealers' name.
CENTURY BRASS WORKS, INC.
207 N. Illinois Street Belleville, Ill.

Fiberstok
RED

PARTITION ENVELOPES

for Carrying and Filing Important Papers. On the street—at home—or in the office. Provides protection from soil or wear.

"They Last Longer!"

National Fiberstok Envelope Company
429 Moyer Street - Philadelphia

At Your Stationers or Write for Sample

COLLEGE

... through coupons



GROWING investments in good bonds during the growing years of your boy or girl will provide the needed funds for college days. Bond investments, with interest reinvested, grow surprisingly over a period of years.

We shall be glad to help you lay out a far-sighted investment program, and to recommend bonds that will strengthen it. Our offices in 50 leading cities are ready to help you.

THE NATIONAL CITY COMPANY

National City Bank Building, New York



BONDS • SHORT TERM NOTES • ACCEPTANCES

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appearing in this magazine may be ordered from NATION'S BUSINESS, Washington.

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RUSSELL E. BAUM (Sole Everywhere) 615 Chestnut St., Philadelphia

When writing to NATIONAL CITY COMPANY and RUSSELL E. BAUM please mention Nation's Business

receive the service he has a right to expect from the restoration, and the latter has had his skill nullified by a defective material.

The Bureau is assisting the Federal Specifications Board in the preparation of a specification which, it believes, will eliminate defective material from government purchase.

A PORTABLE MACHINE for testing bricks has been designed by Dr. A. H. Stang, of the engineering mechanics section of the Bureau of Standards, and construction is reported virtually completed. The machine will weigh about 40 pounds and is hydraulically operated. The principal dimensions are: height, 16 inches; width, 6 inches; length, 12 inches.

A Brick Testing Machine Made For Use on Job

Because of the proposed change in specifications of the American Society for Testing Materials, which will probably eliminate all tests except the cross-bend test, the Bureau explains the need for a testing machine is evident. Using the machine designed by Dr. Stang, the Bureau says, an inspector can test bricks on the job and will not need to send specimens to a testing laboratory, thereby avoiding delay in obtaining an indication of the quality of the brick.

MEASUREMENTS OF THE HARDNESS of varnish have been made by the Bureau of Standards on samples received for test in the Bureau's laboratory. For the tests, the Bureau used the method described by Walker and Steele in Circular 229 of the Paint Manufacturers Association of the United States.

Hardness of Varnish Ruled By the Humidity

The marked effect of humidity on the measurements was revealed on a very humid day in the laboratory, the Bureau reports. To illustrate, a spar varnish with a drying period of two days showed a hardness factor of .333, the relative humidity being 50 per cent. At four days, with a humidity of 60 per cent, the hardness factor was .387. At six days, with a humidity of 80 per cent, the hardness factor was only .240, and at seven days, with a humidity of 50 per cent, the hardness factor was .447. The marked decrease in the hardness factor on the sixth day, when the humidity was 80 per cent, is significant.

THE RESULTS OF A STUDY of wages and hours of labor in ten departments of the iron and steel industry have been published by the Department of the Interior through the Bureau of Labor Statistics. The departments included are:

Wages and Hours in Iron and Steel Industry
Blast furnaces, bessemer converters, open-hearth furnaces, puddling mills, blooming mills, plate mills, standard rail mills, bar mills, sheet mills, and tin plate mills.

In the summer of 1923 a general reduction of working time was begun in this industry, and the report shows clearly the extent to which employees' hours have been reduced. The decrease developed from a conference of forty-one manufacturers with the President of the United States.

Although full-time hours per week were decreased considerably, wage rates were adjusted so that employees received only slightly less pay for the shorter shifts than they formerly received for working longer. Wage increases were later made effective in virtually every department of the industry. The increase in hourly earning has more than offset the reduction in hours per week, and full-time earnings per week still show an increase over 1922 in all departments except plate mills.

In addition to the information showing averages for the principal productive occupations separately, the report gives index numbers for average full-time hours per week, average earnings per hour and average full-time earnings.

This report, designated Bulletin No. 381, is obtainable from the Bureau of Labor Statistics, Washington, D. C.

Will your checks go safely through the "Dangerous Interval?"



PERHAPS you never stopped to consider that every check has its Dangerous Interval. It is safe in your hands when you sign it. It is safe in your banker's hands when he pays it for the sum indicated. But in the meantime—on its way from you to the bank—it passes through hands you have never seen and over which you have no control.

If you send out unprotected, hand-written checks on ordinary check paper,

you are giving to the dishonest the opportunity to be dishonest.

An amount line cleverly erased and a higher amount substituted . . . or an amount line deftly "raised" by pen changes . . . and you are out of pocket hard-earned business funds. Business men annually lose \$100,000,000 through check fraud, according to an estimate by the American Institute of Accountants. Will you be the next to suffer loss?

Eliminate check fraud by availing yourself of these modern banking aids

The *Protectograph* eliminates a large percentage of all check frauds by preventing raised amounts. The *Protectograph* is made in a variety of standard models, one for every type of business, priced from \$37.50 up. It shreds the amount line, in indelible ink, into the very fibre of the paper. It writes in words in two colors. It is unexcelled in speed and ease of operation—a favorite with the men and women who use it. And an actual saver of time in office routine. Only Todd can make a *Protectograph*.

Todd Greenback Checks, with their patented self-canceling features, eliminate another major source of possible check losses by preventing change of payee's name, date and number and "counterfeiting." Todd Checks are the handsomest as well as the safest checks made. Superbly printed or lithographed, they are made only to order, never sold in blank. Whether designed for business or personal use, they are reasonable in price, even when purchased in small quantities.

Standard Forgery Bonds cover the remaining check-fraud possibilities, namely, forgery of signature and forgery of endorsement. Qualified Todd users receive policies at the most advantageous discounts from the Metropolitan Casualty Insurance Company.

When the Todd salesman calls, remember these facts about his company:

Twenty-six years of service and leadership in the check-protection field.

Sales and service offices in all principal cities of this country and in 30 foreign countries.

Salesmen are experts in protecting business funds. Their training and selling methods merit your confidence.

Over 1,000,000 *Protectographs* in use. Todd *Protectographs* are kept in perfect working order by service men in principal cities.

Write for "The Lure of the Check" It gives the inside story of the check sharper. The Todd Company, *Protectograph* Division. (Est. 1899.) Rochester, N. Y. Sole makers of the *Protectograph*, *Super-Safety Checks* and *Todd Greenback Checks*.



THE TODD COMPANY
1174 University Avenue
Rochester, New York

9-25

Gentlemen: Please send me a copy of your booklet, *The Lure of the Check*.

Name _____

Address _____

TODD SYSTEM OF CHECK PROTECTION





Coney Island's New Hotel

America's Playground Gets Hockenbury Hotel

Coney Island, N. Y., America's best known playground, has now entered the ranks of the Hockenbury financed hotels.

Coney Island's new boardwalk hotel, modern to the last word, is to cost \$2,400,000, the junior financing of which was handled by this organization.

Other resort cities now having Hockenbury hotels are Ocean City, N. J.; Long Branch, N. J.; Newport, R. I.; Virginia Beach, Va.; Santa Barbara, Calif.; Tucson, Ariz.; Brandenton, Fla.; Ocala, Fla.; and upward to 100 other cities scattered from coast to coast.

Does YOUR community lack a modern hotel? It needn't! The Hockenbury plan of hotel finance is applicable in communities of from a few thousand population to cities of a half-million and more.

THE HOTEL FINANCIALIST, a monthly journal devoted to community hotel finance, will be sent you, gratis, upon request. Ask that your name be placed on our complimentary civic list "C-8," thus entailing no obligation on your part.

The HOCKENBURY SYSTEM Inc.
 • Penn-Harris Trust Bldg.
 • HARRISBURG-PENNA

Recent Federal Trade Cases

Commission's position on "embossed effects" and "engraved effects" not changed by conference—Cuban names and Cuban scenes used to sell tobacco not of Cuban origin—All is not 14-karat gold that glitters on fountain pens—Report on "premium prices" for anthracite coal in 1923-1924—Paint did not bear out labels, and cans did not bear out enough paint—Dismissals

IN CONSIDERING applications for complaints involving the use of the word "embossed," a question arose as to whether the term might not be applied to some forms of raised printing. Because of that situation the Commission held an informal conference with representatives of the so-called raised-printing industry, the steel and copper-plate engraving industry, and the United States Bureau of Engraving and Printing in order to obtain information to supplement the views expressed at a trade-practice submittal held in January, 1925. As a result of that submittal the Commission announced that it disapproved the use of the terms "engraved effects," or "embossed effects" as applied to the type of work under discussion, and that it could not approve the use of the words "engraved" or "embossed" in any form as applied to a product not made from copper plates or steel dies.

The supplementary conference has not affected the Commission's position, and it desires to announce to the trade and to the public that no change will be made in the statement issued on January 18, 1925, with regard to the use of the terms "engraved" and "embossed."



IN A continued effort to eliminate misleading cigar brand names the Commission has issued a prohibitory order against a cigar manufacturer of New York City. The manufacturer stipulated with the Commission as to an agreed statement of facts, and agreed that the Commission might use the facts to make its findings and enter its order disposing of the proceedings.

The findings state that the manufacturer caused the words "Havana," "Vuelta Abajo," and "Garcia" to be placed on his cigar boxes, and on the bands of cigars made and sold by him. Other advertising methods were used by the manufacturer, the Commission says, in attempting to give the impression that his cigars were products of the Island of Cuba, and that they were made of the best Havana tobacco. The cigars so advertised, the findings continue, have never at any time contained any tobacco grown in Cuba, and no one of the name "Garcia" is or has been connected with the manufacture of this manufacturer's cigars. Neither has he received medals from any person or association in recognition of cigars made by him, the Commission contends, although such a statement was made by him, the Commission says, in connection with illustrations on his cigar boxes.

Use of labels and cigar bands, as indicated, the findings charge, mislead and deceive the trade and public into buying the manufacturer's cigars under the mistaken belief that they are either imported from Cuba or made of Havana tobacco. The order reads:

It is now ordered that the respondent . . . do cease and desist from using in commerce, directly or indirectly, in connection with the manufacture and sale of cigars:

The name or word "Garcia."

The words "Havana" or "Vuelta Abajo," when the said cigars are not composed entirely of Havana tobacco.

Words or writing on labels or otherwise, solely in the Spanish language, an outline map of Cuba, or pictures or representations of Cuban scenes indicating Cuban origin of the tobacco

composing respondent's cigars, when the same are not made entirely of Havana tobacco.

Words or writing in the Spanish language on labels or otherwise to such extent or in such manner as to indicate Cuban origin of the tobacco composing respondent's cigars, when they are not made entirely of Havana tobacco.



ALL PENS that glitter with a "14K" mark are not gold, the Commission discovered, it reports, in investigating a complaint against a fountain-pen company of Los Angeles. This company, so the Commission says, used a coupon plan by which ultimate purchasers were led to believe that they were getting at a considerably reduced price a pen worth the price on the coupons, but as a matter of fact, the Commission contends, the prices are fictitious and greatly in excess of the true value of the pens. A further finding alleged that the company marked its pen points "14K," a mark usually indicating 14-karat gold, the Commission says, in explaining that the pens so marked were made of an alloy simulating gold in color and appearance, but not containing a substantial amount of gold or having other characteristics of 14-karat gold.

The practices indicated, the findings state, deceive purchasers and divert trade from the company's competitors who do not misrepresent the quality of their pens or pen points. Disapproval of the practices cited is reflected in the requirements of the Commission's order, which prohibits the company from

Stamping, printing, or marking, or causing the same to be done on any coupon, advertisement, or anything else, for use in connection with the sale of or advertising of fountain pens, any fictitious, exaggerated or misleading price, known to be in excess of the price at which such pens are intended to be, and usually are, sold at retail.

Issuing, selling, or furnishing to his pen customers, or circulating the same in any manner, any coupon, advertising matter or other written, stamped or printed matter which bears a fictitious, exaggerated or misleading price for such fountain pens in excess of the price at which such fountain pens are intended to be, and usually are, sold at retail.

Selling or offering for sale fountain pens or pen points upon either of which appear the figures and letters "14K" or the words "fourteen karat," or any abbreviation of the words "fourteen karat," unless such points of such pens, or such pen points are made of fourteen-karat gold.



A REPORT on premium prices on anthracite coal has been submitted to the Congress by the Commission. The report relates to premium prices of anthracite charged by some mine operators, and the premium prices and gross profits of anthracite wholesalers in the latter part of 1923, and early in 1924. In explanation of the conditions disclosed the report also discusses the development of the alleged anthracite combination, and the Government's



Black Picot Straw with Red Feathers

"I'm awfully glad you like it, Julie. I'm going to wear it home." Mrs. Hubert Brown tilted the brim of her new hat imperceptibly to the right and nodded approval at the mirror's reflection. "The girl will send out the old one. Shall we go?"

Meantime at the wrapping desk whither the saleswoman had brought the old hat, the charge authorization had been completed via the P-A-X in less time than it takes to tell.

William Filene's Sons Co., Boston, never keep customers waiting even over such important matters as credit.

The moment the purchase is made the clerk steps to a convenient wrapping desk, where a P-A-X telephone is installed. By dialling a number the wrapper connects herself directly with

the credit section handling the letter of the alphabet under which the charge occurs. The credit operator notes the name and address, consults the rotary index at her side and if the account is correct replies "O. K.", giving at the same time an identifying number as proof of authorization.

Even should the customer be within earshot there is no cause for embarrassment at the mere statement of her name and address. No explanations—no delays. The P-A-X gives the right connection in 3 seconds time.

The Credit Checking System is but one of the many Automatic Electric Services of the P-A-X that save time, money and good-will. Nearly 2,000 organizations in every field of business depend on the P-A-X for all their inter-communication needs.



The P-A-X is a private automatic telephone exchange built of the same Strowger type of Automatic telephone equipment being so widely adopted for city service. Besides its fundamental use for interior telephony, the P-A-X includes and co-ordinates such services as code call, conference, executive's priority, emergency alarm, etc. It meets all intercommunication needs.

Automatic Electric Company

Home Office and Factory, CHICAGO, ILL., Branch Offices: New York, 21 East Fortieth St.; Cleveland, Cuyahoga Bldg. Representatives in all principal cities. In Canada—Northern Electric Co., Ltd., 121 Shearer St., Montreal, P.Q. Abroad—International Automatic Telephone Co., Norfolk House, Norfolk St., Strand, London, W.C. 2, England. In Australia—Automatic Telephones, Ltd., Mendes Chambers, Castlereagh St., Sydney.



Automatic Electric Company is the originator of P-A-X and is the only organization in the United States manufacturing interior telephone equipment under this trademark. Its use by any other company is absolutely unauthorized.

IRVING BANK-COLUMBIA TRUST COMPANY

New York

Statement of Condition, June 30, 1925

RESOURCES

Cash in Vault and with Federal Reserve Bank	\$49,916,142.05
Exchanges for Clearing House and due from other Banks	81,492,103.82
Call Loans, Commercial Paper and Loans eligible for Re-discount with Federal Reserve Bank	72,170,752.94
United States Obligations	25,861,778.30
Short Term Securities	36,759,597.76
Loans due on demand and within 30 days	39,415,878.26
Loans due 30 to 90 days	40,648,122.61
Loans due 90 to 180 days	58,629,350.25
Loans due after 180 days	4,617,882.55
Customers' Liability for Acceptances (anticipated \$1,679,313.25)	21,528,685.74
New York City Mortgages and Other Investments	6,474,090.62
Bank Buildings	986,694.88
	<u>\$438,501,079.78</u>

LIABILITIES

Deposits	\$348,699,728.63
Official Checks	33,279,112.37
Acceptances (including Acceptances to Create Dollar Exchange)	23,207,998.99
Discount Collected but not Earned	843,015.78
Reserve for Taxes, Interest, etc.	1,489,059.36
Dividend payable July 1, 1925	612,500.00
Capital Stock	17,500,000.00
Surplus and Undivided Profits	12,869,664.65
	<u>\$438,501,079.78</u>

No Trade Association Was Ever Successful Without A Competent Executive

A man who for eight years has been secretary of a trade association of national scope and influence has facilities for serving one more association. Correspondence is solicited either with associations desiring a completely trained secretary, or with concerns desiring to form an association.

The ability to give personal service, and thus produce results, is emphasized. Fully experienced in association law, tariff, statistics, standardization, etc.

Address 13, Nation's Business
Washington, D. C.

Experienced Agricultural Graduate would consider management of, or scientific assistant on farm or estate.

Lock Box 72, Petersburg, Ill.

Whisper-It

BOTH ends of a Telephone conversation can now be private on any phone by simply attaching a guaranteed **Whisper-It** Mouthpiece—only \$1.00.

Agents wanted—Big Profits

N. B. COLYTT LABORATORIES
ENGINEERING
565 W. Washington Blvd. Chicago

efforts to dissolve it. Steps are indicated which would apparently tend to restore the industry to a normal competitive basis, as well as constructive measures which would aid in preventing a recurrence of high premium prices.

Mimeograph copies of the summary of the report are now obtainable from the Commission, and the complete printed report should be available by the end of September.



TRADING under false colors is implied in charges against a Baltimore paint corporation. The corporation stipulated with the Commission to an agreed statement of facts without the introduction of testimony or the presentation of argument, and a prohibitory order has been issued by the Commission.

Paint products were marketed by the corporation, the Commission says, under the following designations: "Cantonment Paint," "Army Building Paint," and "Regulation Building Paint." The cantonment paint's label also contained a shield or coat of arms similar in appearance to the seal of the United States Government, according to the findings, which state that the labeling created the erroneous impression that the paint was war surplus material and manufactured in conformity with government specifications.

The Commission further found, it reports, that the gallon and one-half gallon cans used by the corporation did not contain the full quantities indicated, and because of that practice, purchasers were led to believe that they were buying full gallon and one-half gallon quantities, when in fact they were not.

The order requires that the corporation discontinue—

Using the word "Army" or words or symbols of similar import, or any word or words or symbol or device denoting or indicating its paint is manufactured by or for the United States Government, on labels, in advertising matter or otherwise, to designate paint offered for sale or sold by the respondent which is not manufactured by or for the United States Government.

Offering for sale or selling paint in cans or containers of recognized standard sizes of one gallon and one-half gallon, which said cans or containers contain less than one gallon and one-half gallon, respectively, of paint content, unless the said cans or containers are clearly marked or labeled to denote the quantity less than one gallon or one-half gallon of paint contained therein.

PAINTE advertised to contain "pure white lead" and "linseed oil" turned out to include calcium carbonate and distillates of petroleum, the Commission says in reporting the issuance of a prohibitory order against a Chicago company, which sells and distributes paints under the brand names of "Monogram" and "Faultless."

In its investigation of the case, the Commission found, it says, that the company's advertisements and catalogues carried statements to the effect that its "Monogram" and "Faultless" paints are composed of the purest and most durable materials, that such materials consist solely of pure white lead, pure oxide of zinc, pure linseed oil, turpentine and Japan dryer. Those representations, the Commission contends, are not true because it found, it says, that the paints sold under the brands named contain large quantities of calcium carbonate, commonly known and referred to as "whiting," and also distillates of petroleum—ingredients used in lieu of white lead and linseed oil, the Commission says.

By the terms of the order issued in this case, the company is prohibited—

From making, publishing or circulating, or causing to be made, published or circulated,

JASON ROGERS

tells the story

"The Chronicle is the San Francisco newspaper in the same sense that the Times is the newspaper of New York," says Jason Rogers, publisher of "Advertiser's Weekly," a trade paper devoted to an analysis of the most paying way to buy advertising space.

"With The Chronicle, as with the New York Times," he explains, "it is not so much a question of how large a percentage of people buy it as the make-up of the percentage that regularly buy it and read it and thoroughly trust it.

"Everybody acknowledges that the class of people in New York who read the New York Times gives it a preponderant responsiveness and influence. The position of The Chronicle in San Francisco is similar. . .

It is the household guide to the worth-while people of San Francisco."

In analyzing the rich market covered by The Chronicle, Rogers points out that "San Francisco stands fifth among all United States cities in bank clearings and bank resources. She is rich and prosperous. Her people are more like New Yorkers than those in any other Western city.

"Only two of the larger cities in the country out-rank San Francisco in the percentage of her people who earn enough money to file personal income tax returns."

"The Chronicle is the great outstanding newspaper of San Francisco," concludes the article, "and is the key to one of the richest and most responsive market zones in the country."



This analysis by the noted advertising specialist serves to emphasize the point that advertising in The Chronicle is advertising to potential consumers!

Right merchandising sells easily to the person who has the money to buy—but not at all to the person who has not the money—regardless of how eager he or she may be to purchase!

Advertise to people of more-than-average buying power in The

San Francisco Chronicle



FAT

what a whale of a difference just a few cents make

"How To Raise Capital"



If you have a legitimate, meritorious project of any kind for which you desire to raise development capital through the sale of stock or bonds, write at once for free copy of this interesting and instructive book. Plans and methods of direct-to-investor financing fully outlined—based on twenty years' experience in handling direct-to-investor advertising campaigns.

Finance Your Own Enterprise
Millions of dollars of investment capital are awaiting service in the development of worthy enterprises. Submit detailed outline of the proposition you wish to finance and receive copy of this large, illustrated book, with personal letter of analysis and suggestions concerning your financing problem. Free of cost or obligation. Address:

Ernest F. Gardner Advertising Service
511- F Ridge Arcade Kansas City, Mo.

198,000

business executives like yourself are reading this number of NATION'S BUSINESS.

Have you something to sell to this audience?

Let our advertising department furnish you facts and figures.

NATION'S BUSINESS
Washington

Globe-Wernicke Steel Filing Cabinets are good, very good

Branch Stores—Cincinnati, Detroit, New York, Philadelphia, Washington, Chicago, Boston, Cleveland.
Authorized Dealers Everywhere



THE NATIONAL CALENDAR Perpetual Daily Date

About one thing is agreed all here, the Nation will give ten years of dates with grace and beauty. It gives treatment just and fair. It who are to give up to date, and are now why leave what. Read order now by 40 or 50, and have one quickly come for you. Send \$1.00 for beautiful 11.5 x 15.5 picture National. It comes an advertisement. Money back if not pleased.

A. J. McDADE, 63 Park Row, New York



Free Mailing Lists
Will help you increase sales and profit. FREE! Outside of our simple and price, an thousands of classified names of highest prospective buyers—Manufacturers, Retailers, Distributors, Professionals, Business Consultants.
99¢ Guaranteed 5¢ each
ROSS-GOULD CO. 531 N. 10th St. St. Louis

by means of newspaper advertisements, circulars, pamphlets, catalogues, labels, or by any other means whatsoever, statements and assertions to the effect

That respondent's "Monogram" or "Faultless" paints, or any other paints dealt in by it, contain no benzene, water, China Clay, silica, whiting, or calcium carbonate, when such is not true in fact.

That said "Monogram" or "Faultless" paints, or any other paints dealt in by respondent, are composed, in whole or in part, of pure white lead, pure oxide of zinc, pure linseed oil, turpentine and Japan dryer, when such is not true in fact.

That respondent is the manufacturer of said "Monogram" or "Faultless" paints, or any other of the paint dealt in by it, when such is not true in fact.



DISMISSALS included cases against a clock manufacturer, two coal companies, a cement securities company, a tobacco company and ten groups of tobacco jobbers, and several concerns dealing in ship-repair parts and ship chandlery. The charges and the grounds for dismissal, as reported by the Commission, were:

Fixing and maintaining specified resale prices for clocks was charged against a clock manufacturing company of New York City. An agreement was reached by which the complaint was dismissed without prejudice.

Use of the words "Victory Coal" from the trade name of a coal-mining company at Duquoin, Illinois, by a St. Louis company that sold the coal, led the public to believe that the coal was produced by a competing company, the Commission charged. The dismissal was accomplished through a stipulated agreement on the facts.

Combining stock and assets of competing companies, with an alleged tendency to create a monopoly and lessen competition in the cement industry, was charged against a cement securities company of Denver. Commissioners Nugent and Thompson dissented to the dismissal, and will file a memorandum of dissent.

Ten complaints in connection with alleged fixing of prices for tobacco products were dismissed through an order, which explains that the practices complained of had ceased early in 1922. The order also includes part of a letter from the tobacco company, which reads "they (referring to the cases) were never started until after the . . . company had ceased all activities, proper or improper, which are complained of." In explanation of the dismissals, the Commission says that—

In view of the foregoing facts and considerations the Commission is of the opinion that the public interest would not be served by a further prosecution of these complaints, and they are therefore dismissed without prejudice to future action by the Commission should the practices complained of, or practices similar thereto, be resumed by any of the respondents.

Several complaints charged firms and individuals with giving and offering to give gratuities and presents to ship employees, without the knowledge of their employers, by way of influencing the employees to turn their employers' purchase of ship-repair parts and ship chandlery to the firms cited. Three of the firms named in the dismissal order are located at Mobile, two at Norfolk, and one at Galveston.

Carbon Supplanted by the Reel Thing

RIBBONS were ever nearer to the typist's heart than smudgy carbon, and now an invention has been perfected—by Eugene Melton, a post-office clerk—for a typewriter attachment of a new kind. This device will eliminate the need for carbon paper in making duplicates. It is described by *Manufacturers News* as fitted with ribbons to take the place of the carbon sheets.

HOG ISLAND

the world's greatest terminal and industrial site

IS FOR SALE

by the United States Shipping Board

Situated directly on the world's ocean routes, connected with America's trunk line railroads and within easy hauling distance of Pennsylvania's coal fields and steel mills, Hog Island is offered for sale by sealed bids to be opened October 1st, 1925.

HOG ISLAND is not a development "planned" or "projected." Its seven piers, huge warehouses, buildings and tracks already are there. Its giant cranes are waiting for loads to carry. Its utilities have served a population of thirty thousand.

On the Delaware River, within sight of Philadelphia's City Hall, Hog Island's 946 acres are located within one of the greatest labor centers in the country. The site is served by two steam railroads, two electric lines, two highways

and has the Delaware River Channel running almost two miles along the entire front of the property.

At Hog Island are all the advantages, natural and man-made, that fit it for America's great industries. Sealed bids for the purchase of Hog Island in its entirety will be received up to noon of October 1st, 1925, and no award will be made before that date. The right is reserved to reject any and all bids. Send for free booklet, "What will be the future industry of Hog Island?"

Will yours be the future industry of Hog Island?

For many kinds of industrial enterprises, Hog Island offers an ideal opportunity. Its location, huge area, natural and developed transportation advantages, as well as the physical equipment already constructed, combine to make this site unusually desirable. Those who chose the Hog Island location to be the American base of the famous "bridge of ships" had more than a shipyard in mind. They foresaw the growth of the project into a great and permanent industrial center. They laid the firm foundation upon which some great industry or group of industries is to build. Which will be the first to recognize this opportunity to plan in unrivaled possibilities a great terminal and industrial base on the Atlantic Coast?



Send for this free booklet

It contains complete particulars regarding the property, and is fully illustrated. With it will come information to bidders and the form of bid to be used. Send for it today.

For booklet and information to bidders address Sidney Henry, Vice President

UNITED STATES SHIPPING BOARD
Emergency Fleet Corporation, Agent
 Washington, D. C.



To
DIRECTORS
BANKERS
STOCKHOLDERS

IF YOU believe that an improvement in the executive or financial management of your company might be desirable, let us place you in touch with a client of ours who is now available for consideration as President, Financial Executive, or General Manager of a company which seeks to increase its earnings, to upbuild its equity, and to strengthen its competitive position.

This man has controlled the manufacture and distribution of \$250,000,000.00 of products, in eight different plants, all of which he reorganized, improved, financed, and managed.

You will recognize him as being among the nationally-known younger executives. His association with almost any company is likely to enhance its credit position.

For full particulars, in confidence and without obligation, and to arrange an interview if desired, address personally James Albert Wales, of Wales Advertising Company, 250 Park Avenue, New York.

GERMAN ARMY OFFICERS'
FIELD GLASSES
FREE TRIAL



8 power \$9.85 If you wish to keep them

Free trial coupon will bring you these genuine German War Glasses purchased at exceptionally advantageous rates of exchange.

Manufactured by most prominent of German optical factories. Many were resented direct from the Allied Reparations Commission. Conservative \$20.00 value. Finest automatic day and night lenses. 48 mm. objective. Dust and moisture proof. Pupillary adjustment. Built for service regardless of cost according to strictest military standards. All glasses guaranteed in perfect condition. We have sold 50,000 pairs of this model to date.

Shipped promptly on receipt of attached coupon on 5 days' free trial. If satisfied send check or money order for \$9.85. Order now field glasses today.

HENDERSON BROTHERS

Largest importers of field glasses in America
91 E. Federal Street Boston, Mass.

FREE TRIAL COUPON N. B. 1

Gentlemen:
Please send me on 5 days' free trial one pair German Army Officers' war glasses. After 5 days' trial I will either return glasses or remit \$9.85.

Name

Address

State



THE SUBJECT of employe relations received the spotlight again in July when the Standard Oil Co. of New Jersey inaugurated the 8-hour day.

"The cost of the change," explains *Commerce and Finance*, "is divided between the company and its employes, hourly wages being advanced though the total daily wage of the employe is somewhat reduced. Men in the oil industry see the whole trade eventually coming to the 8-hour basis."

Always 12 hours in the oil industry says *Time*: "In the 66 years of the oil industry, it has always had a 12-hour day. The change to the 8-hour from the 12-hour day in the producing fields will mean, since work is continuous, the employment of three shifts instead of two shifts of men. The hourly rate of pay was increased simultaneously with the reduction of hours, so that those employes who formerly received \$12 for 12 hours will receive \$10 for 8 hours."

Two years ago, however, points out the journal, "John Davison Rockefeller, Jr., addressing employes of the Standard Oil Co. of New Jersey, declared that the 12-hour day was 'uneconomic and anti-social, hence bad business.'"

Turning to the question of costs, *Michigan Manufacturer and Financial Record* concludes that "United States Steel and Standard Oil could live under the old system longer than any other employers, but they could not live under it longer than was economically profitable or economically moral to their help. That they have conceded the theory of the shorter hours means that they have discovered that at least as much profit, and maybe some more, can be obtained from the paying of a higher hourly rate of wages for a shorter hour day."

But even if wage-earners actually should have more money to spend than would just cover necessities, the journal would not find this an unmixed evil: "... the result of any inflation of income from service or property" means "that more generous expenditure of that income will be made by those who earn it. The cycle of great prosperity in the United States which is now on began with the increase of wages to amounts which were formerly inconceivable. It was followed by generous buying on the part of the wage-earners, which, in turn, resulted in a demand for more liberal production."

Gen. Hertz and Gen. Motors
Open Drive in New Fields

GENERAL MOTORS has acquired control of the Yellow Cab Manufacturing interests "thereby creating," according to *Automobile Topics*, "a new commercial vehicle unit which in scope outdistances all others in the field." It will have "an annual capacity of about twenty thousand motor vehicles. Its importance, however, rests in its unique situation in the market, rather more than in mere productive ability. The composition of the new enterprise and the transactions leading up to it constitute a remarkably adroit piece of financial engineering, in which, as business commentators were not slow to discover, each of the major parties to the transaction virtually got something for nothing."

The new Yellow Truck & Coach Manufacturing Co. "is to be a \$36,000,000 corporation combining the present Yellow Cab Manufacturing Co. and its subsidiaries with the G. M. C. Division of the General Motors Corporation. This combination gives it the backing of General Motors, with all that that implies, plus the assured market of the Yellow Cab operating group. Therein lies the high strategy of the consolidation, which revolves around the unusual experience and traits of John Hertz."

The strongest phase of the arrangement, ac-

cording to the same journal, "developed with the splitting up of the Hertz interests along their natural lines of cleavage. The operating group, including the taxicab business with all its ramifications and the Omnibus Co. of America, which controls the Fifth Avenue Coach Co., Chicago Coach Co., and the St. Louis bus system, remains distinct and separate, but under the same management. Hertz is chairman and John A. Ritchie president of each group. Thus the sales of all the cabs and busses that these experienced operators and promoters of operations can develop are assured as a backlog for the manufacturing concern."

Hertz has for long had his eye on the truck field, and has "made a good beginning with the Yellow Cab delivery. To put this end of the business on a largely productive basis involved a development program of magnitude, and, incidentally, the keenest kind of competition. Consequently the G. M. C. truck feature of the new arrangement permits the creation of a consolidated line of trucks covering every possible requirement of the market."

The remarkable feature of the amalgamation process is "the nicety with which the various exchange values were equated. General Motors purchased control of the consolidated properties for roughly one-third cash and two-thirds in manufacturing assets. Yellow Cab relinquished voting power, but retained the general management of the business, subject to a minority of directors, thereby securing \$5,188,690 in funds, a share in General Motors resources and administrative capacity and finally a going truck-manufacturing business."

The romantic story of the rise of John Hertz, originator and owner of the Yellow Cab, outlined in a recent issue of *Automotive Industries*, was told at length in *NATION'S BUSINESS* in January last.

The Nation's Coal Hole Goes
Normally From Bad to Worse

NOBODY knows just why things in the coal business should be chronically ill, nor are any of the doctors curing the case. "The normal condition of the trade seems to be bad for a time and then worse," says Stephen Bell in *Commerce and Finance*, holding the state of bituminous to be even worse than that of anthracite although attended with less publicity.

"The Jacksonville Wage Agreement which the miners forced upon the operators has been a terrible blow to union mining and threatens to ruin the unions and their pretensions of bettering the industrial condition of their members. In fact, the truculent attitude of the union leaders in the thoroughly organized anthracite field is seen to be a reflex of their 'triumphant defeat' in the bituminous field. They are engaged in a desperate attempt to save their prestige."

"There is simply no market to absorb the mountains of bituminous coal that can be produced, and the demand probably can be filled by the mines that are operating on local and nonunion wage scales. ... Even the Brotherhood of Locomotive Engineers found it impossible to work their mines under the Jacksonville scale."

Solution of the puzzle, concludes Mr. Bell, "is not likely to be found while men may own and control the earth and the fullness thereof at their pleasure."

"The coal industry," says *Manufacturing Clothier*, "is, without doubt, the most overdeveloped of all industries. Under full production the coal industry can produce two tons for every one ton needed. This overdevelopment is necessary because of the seasonal character of the industry—the wide fluctuation in demand. But it

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is this overdevelopment that has nearly bankrupted the industry since the adoption of the Jacksonville Agreement. In Illinois, 35,000 of the 90,000 miners are unemployed, the remainder working an average of two days a week. Indiana has 35,000 miners, 25,000 of whom are idle, the 10,000 working an average of one day a week. This condition is identical with that of central Pennsylvania, while in Ohio only one of every three miners is able to find one and one-half days' work each week. To the knowledge of the writer only one large operating company made money last year. That was the Pittsburgh Coal Company, now operating less than half of their mines, of which they have more than 100."

From the battle at Atlantic City, where miners and owners are supposedly locking horns, *Time* reports: "The operators charged that the miners were restricting output in certain districts. The miners denied this and charged that the operators had increased costs by paying excessive salaries to their officials. The operators retorted that the cost of the pay of officials came to less than one cent a ton, but that the wages of miners came to \$4.60 a ton. The miners suggested that the operators join them in petitioning the Interstate Commerce Commission to reduce freight rates on coal, any reduction to be divided 50-50 between lower prices to consumers and greater wages to miners. The railroads of the east promptly objected through their 'public relations' officials."

What the Miners Want

The miners demand 10 per cent more pay for contract miners and a dollar a day more for day men; (2) a two-year contract; (3) collection of union dues from miners' pay by the operators (the check-off).

The operators counter with a claim for reduction in labor costs.

The Nation sees in the truculent attitudes assumed by both sides merely a pantomime, as "the operators have no real hope of reducing wages—an honest, whole-hearted walkout would meet any such attempt. The union probably has no idea that it can raise them." A serious strike is not to be expected, but "by the almost equally expensive expedient of a summer at Atlantic City this particular labor struggle will be settled after the manner of diplomats and politicians."

The threat of a strike is not the sole danger, however. *Commercial & Financial Chronicle* emphasizes the importance of the report of the Geological Survey on coal stocks: "The industry as a whole will take the Lewis threat calmly, knowing the size of the job the union leader already has on his hands in West Virginia and confident that the Government would quickly step in, in the event of dangerous tie-up at the mines. Realization of the extent of the shrinkage in reserve coal stocks . . . may be a different story."

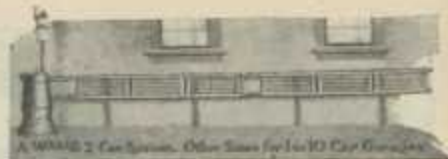
Wages in Anthracite

Manufacturers News summarizes at some length the findings of the National Industrial Conference Board's recent survey of anthracite wages: "Average hourly earnings of workers in the anthracite mines, according to the Conference Board's analysis, from June, 1914, until December, 1924, rose 192 per cent, while hourly wages in 25 basic manufacturing industries during the same period increased only 129 per cent, hourly earnings of workers on Class I railroads 141 per cent, those of workers in illuminating-gas plants 11 per cent, and in electric power, 121 per cent.

"Average daily earnings, or earnings per 'start' of contract miners do not show as large an increase for the ten-year period since pre-war days, owing to the shortened working day. However, contract miners, who in June, 1914, drew an average of \$3.46 per day, when the day averaged nine hours, in December, 1924, were drawing an average of \$9.11 for a day averaging 7.6 hours, representing a gain of 163 per cent in earnings per start. Average earnings per start from December, 1923, to December, 1924, increased from \$9.05 to \$9.11."

The more important question of "real wages" is answered as follows:

"Increase in 'real' earnings of anthracite



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workers, that is of wages in terms of purchasing power, owing to the general increase in the cost of living, is somewhat less, of course, than the increase in money, or actual wages. Average 'real' hourly earnings of all anthracite mine workers, provided they spend their money in the same manner as they did in 1914, show an increase of 76 per cent over those of pre-war days, as against an increase of 45 per cent in 'real' hourly earnings of railroad workers and a 38 per cent increase in 'real' hourly earnings of wage-earners in manufacturing industries. 'Real' earnings per day, or start, of contract miners were 58 per cent higher in December, 1924, than in June, 1914."

The *Literary Digest*, looking over the newspapers, gleans some comments indicative of popular feeling:

The *New York Evening Post* remarks wearily that "the perennial anthracite quarrel is on."

The *New York World*: "Whatever they agree on, we, the public, will pay for it: If they move the wage scale up or down, or leave it alone, we shall pay for that; if they wrangle a while before they agree, we shall pay for that; and if they fail to agree and have a strike, we shall pay for that."

The miners assert the price spread is too great and goes to the operators' salaries, and the *Richmond Times-Dispatch* admits "It has long been the motto of coal operators to get all they could while the getting was good."

The *Philadelphia Public Ledger* suspects that "both the operators and the miners go through this performance every two years because it allows the mine owners to boost prices and the workers to maintain or increase their wage scale."

Printers' Ink notes the inauguration by the National Coal Association of a coal-data bureau "for the collection and dissemination of trade information with the cooperation of local associations, bureaus, and individual members."

Insurance Agents on Anxious Seat Watching Chrysler Move

THE Chrysler Motor Corporation's new insurance scheme is causing quite a flutter. Insurance organizations and competitor motor companies both are upset. But "the public must be protected from excessive rates," Mr. Chrysler says, as reported by *Automotive Industries*. "Keen competition necessitates that cars be placed in the hands of the ultimate users at the lowest possible price. Why, then, shouldn't we be equally diligent in saving the purchaser everything we can?"

"We believe financing charges and insurance rates have been too high and so we determined to reduce financing charges and to market our cars fully covered by fire and theft insurance. Before reaching this decision we satisfied ourselves of the absolute legal and economic soundness of our plan."

The *Insurance Field* quotes James A. Beha, superintendent of insurance for the State of New York, as explaining the matter thus: "It has been brought to the attention of this department that the Chrysler Motor Corporation through its subsidiary, the Chrysler Sales Corporation, has entered into a contract with the Palmetto Fire Insurance Company of Sumter, S. C., for the furnishing of fire and theft insurance on Chrysler automobiles disposed of through the sales agents of the Chrysler Corporation throughout the United States."

"In connection with such contract another contract has been entered into with the Commercial Credit Company of Baltimore, a financing corporation which is affected to the extent of its interest in cars sold on the installment plan and insured by the Palmetto."

"The effect of these several contracts and their purpose is to permit the disposal of Chrysler automobiles by its selling agents at a fixed price dependent upon the kind of car sold, the price to automatically include fire and theft insurance for one year without specific mention of the cost of insurance which is at a flat rate throughout the United States, irrespective of special territorial hazards and without the appointment by

LYON STEEL SHELVING



Adaptable Storage is necessary here

Railroads must have on hand supplies that range from headlight lenses and lantern globes to paints and castings. In this model railroad storeroom there are 174 racks of Lyon Steel Shelving, just a few of which appear in this picture.

Thus, in one installation, there are answered many storage problems. Your needs may not be so varied but, somewhere between fragile glass and unwieldy cast iron, the storing of your raw materials or finished stock probably presents a very definite problem.

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If you are interested in the mining wealth and ever-increasing mining industry of Canada or in the development or supply of the very great variety of industrial raw materials available from resources along the Canadian Pacific Railway, you are invited to consult this Branch. An expert staff is maintained to acquire and investigate information relative to these resources and to make examinations of deposits in the field. Practical information as to special opportunities for development, use of by-products and markets, industrial crops, prospecting and mining given on application.

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the Palmetto of the sales agents as agents of the insurance company.

"The plan provides for the issuance to the Chrysler Sales Corporation by the general agents of the Palmetto at Detroit of a master policy, against which policy are issued to purchasers of automobiles certificates of insurance.

"In so far as the State of New York is concerned, the plan cannot have the approval of the insurance department of this state."

Following Mr. Beha's pronouncement, and the rumor that several states besides New York are hostile to the plan, the Chrysler Corporation said, according to *Automobile Topics*, that a test case would be sought.

General Motors Corporation also is inaugurating an insurance scheme: "The corporation will underwrite fire and theft insurance on financed cars through the agency of the General Exchange Insurance Co.," announces *Automotive Industries*. It is recognized that this move will "have a large effect on the insurance business," for cars of the General Motors make "constitute a considerable portion of the automobile insurance business."

The same journal comments editorially: "Involving, as the Chrysler plan does, direct dealing between the car manufacturer and the insurance company, little business would be left for the insurance agent did similar plans become general throughout the industry. The insurance agent is a necessary part of the insurance structure, the agents argue, because he acts not merely as a salesman, but also as an underwriter, judging and selecting those to whom insurance properly can be extended.

"Car manufacturers' experience indicates, however, that there is very little investigation of insurance buyers before the insurance is written. In fact, car builders have been urging for several years that greater care be exercised so that irresponsible or dishonest persons would not be able to make the taking out of insurance profitable to themselves." Further... "there is nothing to indicate that the plan can be held up on legal grounds to any wide extent."

Editorially, the *United States Review*, an insurance journal, remarks: "Every agency association and Insurance Federation should combat this last venture with the full force of its membership." And in *The Standard's* opinion "there is certain to be a very definite sales resistance created among insurance men and their friends which will not inure to the advantage of automobile manufacturers."

Big Grain-Marketing Scheme Reaps Harvest of Failure

THE BIG grain cooperative experiment has passed into history. Some blame the farmers; some find the cause of dissolution in the Grain Marketing Company itself.

"A month or two ago," says *Wallace's Farmer*, "when it became fully apparent that the failure of the Grain Marketing Company would be announced some time in July, we greatly feared that the daily press would herald it far and wide as a failure of a true farmer's cooperative. Fortunately the Associated Press and the large newspaper correspondents have seen the failure for what it is—a failure in a mammoth stock-selling campaign."

Farmers bought only small amounts, thinks the journal, and "probably they can get their money back. At any rate, John Coverdale, the secretary of the concern, is on record in the press as saying that this money obtained by sale of stock to farmers is in a separate fund and that all of it will be eventually returned."

Time outlines the rise and fall of various efforts at grain marketing: "In 1921 the U. S. Grain Growers obtained the backing of all the farm organizations in the west, yet it perished in 1922. The next scheme, entitled the National Wheat Growers, arrived in 1922 and departed in 1924. Last year the \$26,000,000 Grain Marketing Co. was incorporated amid shouts of applause by professional rather than vocational 'farmers.' Now the Grain Marketing Co. has apparently in its turn reached the end of its tether, and faces dissolution.

"The Grain Marketing Co. was favored by a

huge rise in wheat prices during its incumbency. Yet it failed to remove speculation from grain trading, as some had claimed it would, and also failed to prove any very profitable enterprise from a commercial standpoint. The only value in the experiment of letting farmer-representatives try their hand at running the terminal-elevator business, apparently, has been to prove to them that it is not quite so simple as they had thought. Now, perhaps, individual companies in this field will be less hampered than formerly by legislation passed in the supposed interests of the grain farmers."

Why Experiment Failed

That the American farmer did not support the Grain Marketing Co., and that therefore it failed, is the belief of *Manufacturers News*: "They neglected to buy stock in this cooperative enterprise—the largest ever attempted. So the failure of the project was inevitable. It is a pity. There were some good men behind it."

The *Rural New Yorker* agrees that "it failed because farmers refused to buy the stock" but asserts that "there is nothing in this record discouraging to cooperation for farmers. The scheme, like all of its kind, did not have a single principle of true cooperation in it. It was not designed by farmers nor for farmers. These farmers knew right well they did not have the experience to go into the grain-elevator business on this big scale in one big blind jump, and that if their \$26,000,000 were once in it they would be at the mercy of those who remained to manage it."

"In its very inception cooperation means that farmers begin among themselves, keep their business and property in their own control, and proceed from a small unit to a federation of units for the general marketing of the products."

Modern Miller holds that "failure to sell the stock, or a sufficient amount to inspire hope in the ultimate sale, made liquidation necessary, despite a large and profitable business the first year. There were comparatively few farmer members.

"Dissolution of the company was necessary because it has been unable to comply with the Illinois cooperative marketing act and the Capper-Volstead act, under which it is required to transact as much business for its own members as for outsiders. It has transacted three-fourths of its business with outsiders, it was said.

"As a merchandising plan it was successful; as a stock-selling plan it failed." It "demonstrated its ability to transact an enormous business in grain marketing, and actually made a profit for its first year." It "is naught but an experiment, honestly performed, by men with good motives and high ideals. No one has been hurt. The experiment proved the possibility of farmer control, but demonstrated that farmers are lacking in perfect cooperation."

History of the Scheme

The history of the Grain Marketing organization is sketched by the *Rural New Yorker*: "Four old-line capital-stock elevator companies conceived the idea of taking advantage of the centralized cooperative law to unload their unprofitable elevators on farmers at a price fixed by themselves. They organized the company and turned in their properties on a valuation of \$16,407,000. They remained in control. The scheme was for farmers to buy stock to the amount of \$26,000,000 to pay for the properties and provide working capital. July 28, 1925, was set as the date when farmers were to put up \$4,000,000 advanced as working capital.

"One of the four elevator companies in the deal was the Rosenbaum Grain Company. Last week the failure of Dean, Onatvia & Co., a large brokerage house, revealed the fact that it held 450,000 shares of the Rosenbaum Company stock on a valuation of \$50 a share, which has since gone to \$5 without buyers.

"Indiana refused permission to sell the stock in that state. Illinois cancelled the privilege previously allowed to do so, and the application for permission to sell the stock of the cooperative company in Ohio was withdrawn."

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Continuous distribution—"repeat orders"—is assured in Chicago to legitimate products advertised in The Chicago Daily News. Experienced dealers know this and cheerfully co-operate with manufacturers and jobbers who advertise in The Daily News. The Merchandising Service of The Daily News is effective in obtaining this cordial co-operation.

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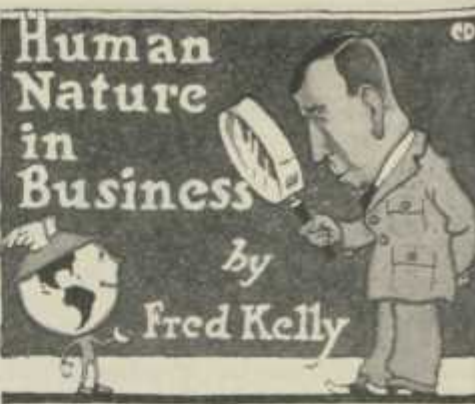
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NATION'S BUSINESS, Washington



I HAVE just had an astonishing talk with the manager of a chain grocery store who was lamenting the fact that because of good service he was being promoted from a part of his city where working people dwell to a store near the most fashionable section.

Of course I asked why he was unhappy over his promotion.

"Because it will be impossible for me to sell as much goods and make as much money," he replied. "Rich people don't buy as many groceries as humbler people, for a number of reasons. In the first place, they don't get as hungry, because they lead easier lives—don't have to spend so much physical energy each day. They have smaller families, too. Most important of all, eating dinner is an incident in their lives rather than a high peak. If they do wish to have an elaborate dinner, they are likely to go to a famous hotel for it. With a humble working man, eating is one of his few opportunities for pleasure. He wants lots of food of the best quality. Dinner is the biggest feature of his day. He is the ideal customer for a grocer."

LEE MILLER, engineer for the American Institute of Steel Construction, recently shocked a group of engineers by telling them that all engineers are seriously at fault in not being able to express engineering problems in the language of everyday affairs.

"Our inability to discuss engineering except in scientific terms that even our employers don't understand is a costly shortcoming," he said. "Whenever a big enterprise meets with financial trouble, the first men they remove from the salary list are the engineers—because they don't know what the engineers are really trying to do. And the engineers, not talking their language, can't tell them."

IT SOMETIMES appears that those selling unnecessary articles—goods that people can get along without—fare better than those who deal in necessities. I know the leading shoe merchant in a thriving city of 40,000 and though he has a large investment, and must pay a big rent, he has difficulty in showing a clear profit of \$10,000 a year. In the outskirts of the same city is a man with a little store only about 12 feet square, with a trifling rental, who sells soft drinks, cigars, candy, ice cream, toy balloons, automobile pennants and similar articles. His entire investment is never \$1,000 at any one time and yet he tells me that he is making nearly \$1,000 a month.

COL. LEONARD P. AYRES, who is probably the highest salaried statistician on earth, as well as one of the ablest, always has keen observations to make on the automobile industry. One evening when we were eating dinner he was silent so long that I

wondered what he could be thinking about. Suddenly he asked me:

"Had it ever occurred to you that the automobile is one of the most competitive articles ever sold to the public?"

I asked him to explain and he went on to say:

"If you buy a piano, your neighbor's piano doesn't come over and stand alongside of it to show up yours as inferior. But the moment you buy a car you are in competition with your neighbor. You are obliged to look at his car across the street and observe that it is better than yours. Immediately you secretly hope to have a better car just as soon as you can afford it—if not even sooner. No matter whether you're at home or riding about, your car is in competition with others, always ready to be a symbol of your status. You are almost forced into thinking of buying a better car than you can afford."

That reminded Ayres, too, that the big sale of cars during the last season hasn't been due to an increased demand for cars so much as to the fact that all cars more than a year or two old have suddenly become obsolete. The last season has seen a number of new improvements which have made people willing to dispose of old cars while they were still in good working condition.

I NEVER understood until just recently why an increase of interest rates should check the upward trend of stock prices. The common impression seems to be that speculators are unwilling to pay higher interest rates and hence cease to buy stocks. But a banker pointed out to me that if one were buying stocks that he could sell a few days later at a profit he wouldn't care much whether he bought them with money borrowed at 4 per cent or 10 per cent. What happens is that interest rates go higher because of greater demand for money and this demand comes with increased business activity. When business men need more money they come in competition with stock speculators at banks. Naturally a banker would rather lend money to a business man on a first mortgage or other staple security than on a speculative stock of fluctuating value. He therefore shuts off part of the supply from stock buyers. Not only does this reduce the amount of stock a man can buy, but also reduces his opportunities for reselling at a profit—because other buyers are in the same boat with himself and have less money at their disposal. Moreover, even those who have plenty of money of their own for market activities begin to think: "It's said that higher interest rates indicate a drop in prices, so we'll stay out." Thus the number of buyers is so greatly reduced that stocks are neglected and can be sold only at bargain prices.

A SHREWD economist recently explained to me just why it is that our modern system of federal taxation is a plot against the poor.

"Yes, the poor have to pay most of the income tax," he said. "When a manufacturer of shoes or bread pays a million dollars of income tax, the only place he could have obtained the money was from his customers—by adding a little to the cost of each loaf of bread or pair of shoes. The poor wear out more shoes and eat more bread than the rich because they have to walk farther and get hungrier. Hence they pay more income tax than the rich."

"How would you remedy that?" I asked.

"By taxing people for what they buy in-



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A booklet "Incoming Shipments" covers the subject of proper boxing and crating from the receiver's point of view. Sent free, on request.

Mergers

The Merger is the practical, modern-day method of *reviving the fittest*. *Survival* of the fittest today is not enough. *Revival* is necessary—new life, new energy, new effort—economically.

The Merger is much more than just getting together. It picks the best of the necessary and the vital from many similar efforts and makes them into one supreme accomplishment.

The reason for it is the *elimination of waste in industry*—not alone the waste of time and material, but the larger mental and physical wastes—duplication of efforts, of capital, of organization.

The result of it—or, more properly, the result of following the constructive suggestions of the Government's Committee on the Elimination of Waste in Industry, of which the Merger is but a part—is that waste in industry in the United States is being reduced by more than \$600,000,000 annually.

The Merger is no plaything. Every detail, from its conception to its smooth and effective operation, demands *exact knowledge*—based, not alone on facts and figures, but on most intimate and practical accounting experience in many fields and nationwide in extent.

It has been the privilege of ERNST & ERNST to serve many industries in their serious desires to eliminate waste thru the Merger.

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stead of what they sell," he replied. "All wealth comes from producing and saving. A tax which penalizes production curtails wealth, but if you let a man manufacture all he can and discourage too much spending, then wealth is accumulated. Suppose we had a tax of 2 per cent on a \$3 pair of shoes, 5 per cent on a \$10 pair, and 25 per cent on a \$25 pair. The poor, who wear cheap shoes, would get off comparatively easy, but the wealthy who can afford to pay high prices for shoes would contribute the most. The man who merely made and sold the shoes shouldn't pay any tax at all."

STRANGE as it seems, it is a fact that certain big shops catering to the so-called exclusive trade do not want the trade of humbler people. Prices are high purposely to discourage any but the rich from coming in. This isn't exactly snobbishness on the merchant's part, but is a recognition that customers are snobbish and would rather pay high prices than rub elbows with those whom they regard as social inferiors.

ON A BALTIMORE street car I offered payment for myself and a friend. The conductor said:

"If you pay cash, it's 16 cents, but if you buy two tokens you can have them for 15 cents."

In other words, the company discourages me from putting my money in the box in the simplest and most direct way but will carry two passengers for one cent less if one of them first bothers the conductor to sell him two tokens. There may be some excellent reason for this but to an innocent bystander it looks illogical and inefficient.

I KNOW a man who by close study of business cycles and economic conditions has been able to buy raw products at the right time and in consequence has built up a large, successful manufacturing business. Yet when he buys investment securities, instead of using his own judgment, of proved reliability regarding market trends, he shows an almost childish belief in the farsightedness of a \$40-a-week employe in a broker's office, and asks him for advice. It is almost as if a famous artist should seek wisdom from a sign painter.

CHARLES F. KETTERING, inventor of the first electrical starter for automobiles, and a forward-looking thinker, told me recently in a conversation that he thinks scientific progress in the next 50 years will be along chemical lines.

"Heretofore," he said, "we have been chiefly concerned with improving transportation and communication—automobiles, aeroplanes, radio. But we shall soon find better ways to supply even more fundamental needs, such as food. In fifty years perhaps a cow will be a museum piece. We shall make our milk and beefsteaks in the laboratory. Only the best farm lands will be used. When that time comes the equatorial regions will have a boom, because we shall make much use of solar rays and naturally must go where the sun shines most. In our best farming sections here in the United States, it must be remembered, most of our crop growing is done in only two months of the year—May and June."

"What will be the next great improvement in automobiles?" I asked Kettering. "Better lubrication?"

"Oh," he replied, "we should hit on some plan for making all lubrication unnecessary."

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ard machine—the keyboard with which all operators are familiar—the one which fifty years of experience has proved to be the best. The operator of any standard machine who changes to the Model 6 Remington-Noiseless has nothing new to learn and no new typing habits to form.

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and good telephones**

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A vast army of small parts must pass muster before they can assemble in telephone formation. And any part found unfit for duty is rejected.

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Constant watchfulness is kept over all the apparatus which Western Electric makes. It starts with the careful selection of raw material. It goes through every step of the manufacture. It gives you, finally, a telephone that, like a good soldier, can serve on any front.



Telephones lined up for inspection.



Roll Call. Checking up on tone quality.

Western Electric

SINCE 1869 MAKERS OF ELECTRICAL EQUIPMENT



Reproduction from a painting made on the estate of Mr. Potter Palmer, Saratoga, Florida, by Frank Swift Chase.

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Cement fillings in trees are like dentistry

In the treatment of a cavity in a tooth, the dentist must do at least three things. First, he must clean out all the decay and prevent further decay. Second, he must prepare the cavity so that the filling will stay permanently in place. Third, he must exclude all foreign substance, especially moisture.

The Tree Surgeon must do all of these things and more. He must contend with the swaying and twisting of the trees in the terrific winds. Therefore, Davey Tree Surgeons build their cement fillings in sections, like the backbone in the human body, to allow for this sway and to prevent cracking and breaking. This sectional filling method is a patented process, used exclusively by Davey Tree Surgeons, and is the one thing that

made successful Tree Surgery possible.

Why use cement fillings in trees? There is no filling material for tree cavities that the Davey Company could not use. Every alleged substitute for cement has been offered to the Davey Company by its enthusiastic promoters and has been thoroughly tried by the Davey Research Department. Nothing begins to equal cement as a successful filler for tree cavities.

Cement, when properly used, has great lasting qualities. It has tremendous crushing strength. When properly braced, it provides the necessary mechanical strength for decay-weakened trees. When used in sections, it does not break in the wind sway, and it remains a permanent integral part of the

tree. It protects the inside wood from further infection and decay. It provides a solid surface over which the new bark can heal. It is reasonably cheap, everywhere available, and easily worked.

The idea of cleaning out tree cavities and leaving them unprotected is scientifically wrong—would any reputable dentist leave a tooth cavity unfilled? The inside wood in an open cavity invariably cracks and induces decay much deeper than before. This was the crude practice of fifty years ago, before John Davey gave to the world the science of real Tree Surgery. Davey Tree Surgery is practiced by thoroughly trained, professional men, and is a proved success.



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DAVEY TREE SURGEONS

Every real Davey Tree Surgeon is in the employ of the Davey Tree Expert Co., Inc., and the public is cautioned against those falsely representing themselves. An agreement made with the Davey Company and not with an individual is certain evidence of genuineness. Protect yourself from impostors. If anyone solicits the care of your trees who is not directly in our employ and claims to be a Davey man, write headquarters for his record. Save yourself from loss, and your trees from harm.

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